Dated: April 15, 2026

NRC HEALTH

CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the "Board") of NRC Health (the "Company") has developed and adopted certain corporate governance guidelines (these "Guidelines") establishing a common set of expectations to assist the Board and its committees in fulfilling their responsibilities to the Company's shareholders to oversee the work of management and the Company's results. These Guidelines are intended to ensure that the Board will have the necessary authority and practices in place to review and evaluate the Company's business operations as needed and to make decisions independent of the Company's management. In recognition of the continuing discussions about corporate governance, the Board will review and, if appropriate, revise these Guidelines from time to time.

Role of the Board and Management

The Company's business is conducted by its employees, managers and officers, under the direction of the Company's Chief Executive Officer ("CEO") and the oversight of the Board, to enhance the long-term value of the Company for its shareholders. The Board is elected by the Company's shareholders to oversee management and to assure that the long-term interests of the shareholders are being served.

Duties of the Board

The Board reviews and discusses reports by management on the performance of the Company, its plans and prospects, as well as immediate issues facing the Company. Directors are expected to attend all scheduled meetings of the Board and the committees on which they serve. In addition to its general oversight of management, the Board (either directly or through its committees) also performs a number of specific functions, including:

1. Representing the interests of the Company's shareholders in maintaining and enhancing the success of the Company's business, including optimizing long-term returns to increase shareholder value;

2. Selecting, evaluating and compensating a well-qualified CEO of high integrity, and overseeing CEO succession planning;

3. Providing counsel and oversight on the selection, evaluation, development and compensation of senior management;

4. Reviewing, approving and interacting with senior management with respect to the Company's fundamental financial and business strategies and major corporate actions, including strategic planning, management development and succession, operating performance and shareholder returns;

5. Assessing major risks facing the Company and reviewing options for their mitigation;

6. Ensuring processes are in place for maintaining the integrity of the Company, the integrity of its financial statements, the integrity of its compliance with law and ethics, the integrity of its relationships with customers and suppliers and the integrity of its relationships with other shareholders; and

7. Providing general advice and counsel to the CEO and other senior management personnel.

Board Composition and Selection; Director Independence

Board Size

Board size and composition will be set so that the Board will possess, in the aggregate, the strategic, managerial and financial skills and experience necessary to fulfill its duties and to achieve its objectives. The Company's Bylaws currently provide that the Board shall determine the appropriate number of directors based on the Company's present circumstances. The specific number of Board members will be reviewed from time to time and adjusted as necessary and appropriate to promote the best overall interests of the Company and its shareholders.

Communication with Directors

Shareholders and other interested parties may communicate with the full Board, non-management directors as a group or individual directors, by delivering in writing in care of the Secretary of the Company, 1245 Q Street, Lincoln, Nebraska 68508. The written communication should be addressed to the specific director or directors whom the shareholder or interested party wishes to contact. Such communication shall be delivered directly to the director or directors to whom it is addressed by the Secretary of the Company.

Selection of Board Members

The Nominating Committee of the Board shall be responsible for applying such general and specific criteria for Board membership set forth in the Charter of the Nominating Committee or otherwise adopted by the Nominating Committee. Also, the Nominating Committee shall be responsible for evaluating on an ongoing basis all directors and director candidates based on such general and specific criteria and for seeking to assure that specific talents, skills and other characteristics that are needed to increase the Board's effectiveness are possessed by an appropriate combination of directors.

The Nominating Committee shall be responsible for identifying individuals qualified to become members of the Board consistent with criteria set forth in the Charter of the Nominating Committee or otherwise adopted by the Nominating Committee and shall recommend to the Board nominees to be members of the Board. The Nominating Committee, with the input of the CEO, will recommend to the Board (i) nominees for Board membership to fill vacancies or newly created directorships and (ii) the persons to be nominated by the Board for election by the Company's shareholders at annual or special meetings of shareholders. The Board shall be responsible for selecting nominees to be members of the Board and for recommending them for election by the shareholders at annual or special meetings of shareholders.

The Nominating Committee will consider persons recommended by shareholders to become nominees for election as directors in accordance with the criteria set forth in these Guidelines and the Nominating Committee Charter. Recommendations for consideration by the Nominating Committee should be sent to the Secretary of the Company in writing together with appropriate biographical information concerning each proposed nominee. The Company's Bylaws also set forth certain requirements for shareholders wishing to nominate director candidates directly for consideration by shareholders.

In addition to other criteria that may be developed from time to time pursuant to these Guidelines and the Nominating Committee Charter, the Board and the Nominating Committee established certain criteria for director candidates that are set forth in Appendix A to the Nominating Committee Charter.

Independence of Directors

A majority of the directors shall be independent directors under the rules of the Nasdaq Stock Market ("Nasdaq").

Directors who do not meet the Nasdaq's independence standards also make valuable contributions to the Board and to the Company by reason of their experience and wisdom.

Executive Sessions of the Outside Directors

The Board will periodically meet in executive session without the directors who are members of the Company's management being present.

Board Committees

The Board shall at all times have an Audit Committee, Nominating Committee and a Compensation & Talent Committee, each comprised solely of independent directors. The Board shall evaluate and determine the circumstances under which it will form or disband other committees.

In addition to the requirement that a majority of the Board satisfy the independence standards discussed above, members of the Audit Committee must also satisfy any additional independence requirements imposed by the Nasdaq or the Securities and Exchange Commission. Specifically, directors serving on the Audit Committee may not directly or indirectly receive any compensation from the Company other than the fees they receive for serving as directors.

Number and Scope of Board and Committee Meetings

The Board will meet at least four times per year, including concurrently with the annual shareholders meeting. Committees of the Board will meet as needed. Each director is expected to attend all meetings of the Board and any committee(s) of which he or she is a member and to review all meeting materials circulated prior to each meeting. Board members are also expected to attend the Company's annual meeting of shareholders each year.

Director Compensation

Non-employee directors and committee chairs shall receive reasonable compensation for their services, as may be determined from time to time by the Board upon recommendation of the Compensation & Talent Committee. Directors who are employees shall receive no additional compensation for serving as directors. Directors who are members of the Audit Committee may receive no compensation from the Company other than the fees they receive for serving as directors and as members of Board committees.

Director Access to Management and Independent Advisors

The Board is expected to interact with members of the Company's senior management, and the Board and its individual members have access to individual senior executives of the Company. The Company also maintains an environment that permits senior managers to contact Board members directly.

It is policy of the Board that executive officers and other members of senior management who report directly to the CEO be present at Board and/or committee meetings at the invitation of the Board or committee members. The Board encourages such executive officers and senior management to make presentations or to include in discussions at Board meetings managers and other employees who (i) can provide insight into the matters being discussed because of their functional expertise and/or personal involvement in such matters and/or (ii) are individuals with high potential whom such executive officers and senior management believe the directors should have the opportunity to meet and evaluate.

Directors are authorized to consult with independent advisors, as is necessary and appropriate, without consulting management.

Ethics

The Board expects the Company's directors, as well as its officers and employees, to act ethically at all times and to acknowledge their adherence to the policies comprising the Company's code of conduct set forth in the Company's *Code of Business Conduct and Ethics*.

CEO Compensation

The Compensation & Talent Committee is responsible for making recommendations to the Board concerning annual and long-term performance goals for the CEO and for evaluating his or her performance against such goals.

Limitation

Nothing in these guidelines is intended to expand the fiduciary obligations of Board members beyond those provided for under applicable law.