

# Hunting 2030 Strategy

Hunting has four defined strategic pillars to deliver growth in the long term



## Hunting 2030 financial and investment return targets

### We are targeting c.\$2.0bn of annual revenue

Our operational growth strategy is supported by strong market fundamentals and independent market commentary that points to sustained demand for oil and gas and committed industry capital expenditures. The Group has set a 2030 revenue goal of c.\$2.0bn p.a., with 75% sourced from oil and gas and 25% from non-oil and gas sectors, including the energy transition sector.

### Deliver ROCE greater than 15%

The Group is focused on retaining a strong balance sheet and maximising its return on capital employed ("ROCE") through careful management of its working capital. Management is targeting to deliver ROCE of greater than 15% by 2030. Management is also aiming to outperform our peers by targeting a working capital to annualised revenue of c.35%.

### Increase dividend distributions by a minimum of 13% per annum

We are seeking to return c.\$220m of cash to shareholders, primarily through dividend distributions, with the Board targeting a steady increase of 13% annually to 2030. Details of the increase can be found on page 8.

### Deliver a more efficient business platform

To ensure that we operate efficiently, the Group is focused on disposing of non-core and underperforming investments and product lines, thereby reducing our global operational footprint and reducing fixed costs. By the end of 2026, the Group will have realised c.\$20m of cost savings following the restructuring of the EMEA and Hunting Titan operating segments.

### Increase our EBITDA margin to greater than 15%

Our focus is on delivering technology that attracts high margins, maximising the output from our current operating footprint, while minimising our cost base, which are our key drivers to meet the EBITDA margin target of greater than 15% by 2030.

### Generate c.\$750m of cumulative free cash flow

With increased revenue and margins, supported by stringent management of our balance sheet, we are targeting an EBITDA to free cash flow conversion rate of 50% or greater and aim to deliver c.\$750m of cumulative free cash flow through to the end of the decade. This target is on a post capital expenditure basis.

### Net leverage of less than 1.5x EBITDA through the period

By maintaining a strong balance sheet, liquidity, and a prudent approach to debt, a long-term net leverage of 1.5x EBITDA is targeted.

### Underpinned by our diversified portfolio of businesses and targeted bolt-on acquisitions

#### Risks to the strategic pillars of the 2030 Strategy

- 1 Increased competition and market consolidation
- 2 Geopolitical instability
- 3 Adverse movement in commodity prices
- 4 Information technology and cyber security
- 5 Our ability to achieve our strategic goals
- 6 Legal and compliance risk
- 7 Loss of key executives or staff and shortage of key staff
- 8 Climate change and energy transition
- 9 Product quality and reliability
- 10 Work environment issues including health and safety

## Hunting 2030 Strategy continued



## Growth

**Our aim is to continue to develop our global presence and supply a comprehensive range of products used in oil and gas wellbores and through expansion into complementary non-oil and gas sectors.**

**Our diversified portfolio of products, which are offered in strategic global locations, will enable us to produce high levels of profitability and free cash flow.**

**Our cash generation will facilitate growth through investment in our existing businesses and through acquisition.**

### Related KPIs

Revenue; non-oil and gas revenue; EBITDA; adjusted profit before tax; adjusted diluted earnings per share; total shareholder return; and free cash flow.

SEE PAGES 12 AND 13

### Related risks



SEE PAGES 91 TO 95

### Retain focus on global oil and gas opportunities, specifically growing our subsea and offshore-focused businesses

Crude oil and natural gas are forecast to be two critical primary energy sources for many decades to come. As developed and emerging economies seek growth and energy security, hydrocarbon resources will remain part of the energy landscape alongside other renewable and low carbon energy sources. The Group will continue to broaden its product offering and introduce critical technologies through research and development ("R&D") and targeted mergers and acquisitions ("M&A"). The offshore sector of the global energy industry provides predictable and sustained hydrocarbon production, which have increased in importance for project developers in recent years.

### Develop a global position in the renewables and energy transition sector

The energy transition sector is an area of new opportunity for Hunting, as global efforts to decarbonise the energy supply chain accelerate. The Group anticipates growth in supplying products for geothermal as well as carbon capture and storage projects, which require high-performance technology and materials that can deliver multi-decade benefits to the energy industry. With the acquisition of Flexible Engineered Solutions ("FES"), the Company is deploying its proprietary connectors to penetrate and build a presence in the floating offshore wind sector.

### Progress in high-value, non-oil and gas industries

Given the cyclical nature of the oil and gas industry, a key element of our strategy is to create a more stable revenue and profit profile. This will be delivered through organic and acquisitive growth of non-oil and gas businesses.

We currently sell into several non-oil and gas end-markets, such as the aviation, commercial space, defence, medical, nuclear and power generation sectors, and will continue to leverage our world-class precision engineering and manufacturing know-how into these areas.



### Highlights 2025

# \$64.8m

Acquired Flexible Engineered Solutions ("FES") for \$64.8m to add new products and revenue opportunities to our Subsea platform. FES enhances Hunting's presence in the global FPSO market.

## OCTG

Completed key OCTG and Subsea orders for Kuwait Oil Company and ExxonMobil Guyana as developments in the Middle East and South America increase.

# \$18.2m

Acquired Organic Oil Recovery ("OOR") technology for \$18.2m to accelerate commercialisation and broaden global reach of this enhanced oil recovery solution.

# \$98.6m

Built a \$98.6m non-oil and gas order book, to pivot our long-term end-markets to aviation, defence and commercial space sectors.

Hunting 2030 Strategy continued



## Strong returns

**In the growth phase of the oil and gas cycle, our business has the capability to deliver strong profitability, robust cash generation, and solid returns on capital, supporting higher shareholder distributions. To reduce exposure to oil and gas cyclicalities, the Group is expanding revenue in aviation, commercial space, defence, medical, and power generation markets. We continue to seek opportunities to reduce our fixed cost base and improve efficiency. The Group has also invested in technologies supporting the energy transition, including floating offshore wind, geothermal, and carbon capture projects.**

### Related KPIs

Revenue; non-oil and gas revenue; EBITDA; adjusted profit before tax; adjusted diluted earnings per share; dividend per share declared; total shareholder return; free cash flow; working capital to annualised revenue ratio; and return on average capital employed ("ROCE").

SEE PAGES 12 AND 13

### Related risks



SEE PAGES 91 TO 95

### Increase EBITDA

The Group is targeting strong growth in EBITDA, with an ambition of c.\$300m p.a. by the end of the decade. This target will be met through a combination of organic growth and substantial contributions from acquisitions to be secured in the coming years.

### Improve working capital efficiencies

Hunting has a targeted working capital to annualised revenue ratio target of 35% or lower. The primary levers for delivering this goal are improvements in inventory management and receivables, supported by the use of working capital solutions and instruments designed to shorten cash cycles on some of our more capital-intensive contracts.

### Deliver strong cash flow conversion

Generating and releasing cash from our capital employed, driving increased balance sheet efficiency will lead to Hunting meeting its stated long-term objective of a 50% or greater EBITDA to free cash flow conversion rate.

### Increase shareholder returns

Capital growth and increased dividends remain the primary methods of delivering returns to our shareholders. A targeted annual dividend increase of at least 13% through to the end of the decade is a key commitment by the Directors as part of the Hunting 2030 Strategy. The Company will also deliver returns to shareholders through share buyback programmes, where the Group's sustainable cash generation and strong balance sheet allow.



### Highlights 2025

**7% increase in EBITDA**

Recorded EBITDA of \$135.7m (2024 – \$126.3m), as OCTG and Perforating Systems delivered growth.

**10% ROCE delivered**

Equals a one percentage point increase in 2025 compared to the 9% delivered in 2024.



**13%**

Increase to total dividends declared to 13.0 cents (2024 – 11.5 cents). Total dividends distributed in respect of 2025 \$19.6m (2024 – \$18.2m).

**\$33.5m**

Purchased 7.2m Ordinary shares via a share buyback programme, returning \$33.5m to shareholders. These shares have been cancelled.

Hunting 2030 Strategy continued



## Operational excellence

**Our people are at the heart of our business, and their health, safety, and well-being remain our highest priority.**

**We operate in competitive, cyclical sectors that are both high-profile and highly regulated. To be successful, we must consistently deliver reliable, quality-assured products that meet the highest industry standards and support safer processes for our customers. In addition, we strive to manage working capital efficiently to ensure the timely delivery of products to our customers.**

### Related KPIs

Working capital to annualised revenue ratio; total recordable incident rate; and internal manufacturing reject rate.

SEE PAGES 12 AND 13

### Related risks



SEE PAGES 91 TO 95

### Maintain and improve our health and safety performance

The safety of our employees remains a key management priority, reflecting our commitment to delivering a best-in-class service for our clients and reinforcing confidence in our operational standards.

### Increase training and development for our workforce

Training continues across the Group in many areas, including HSE, quality assurance, IT and cyber awareness, financial, and other important operational policies covered within the Hunting PLC Code of Conduct training programme.

### Continue to deliver strong quality-assured products

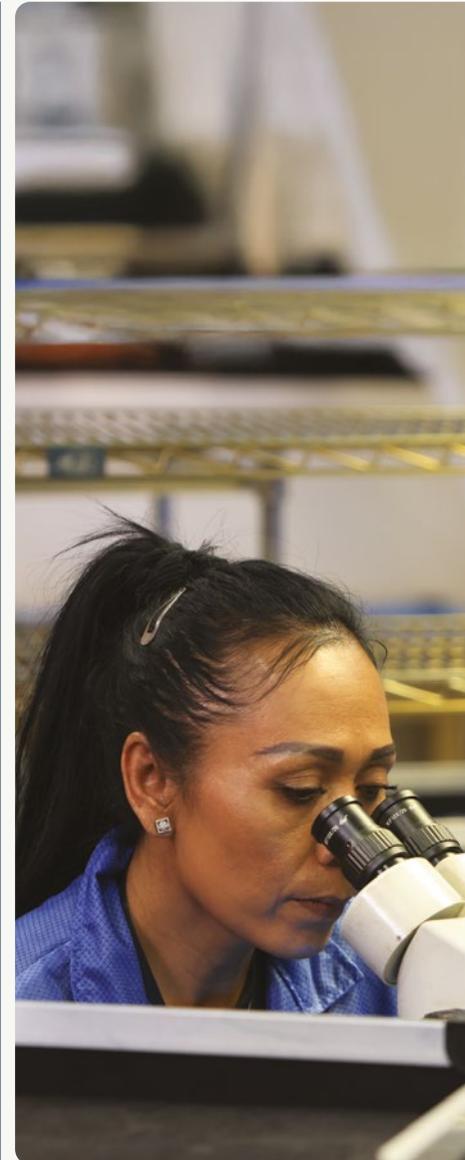
Our products operate in some of the harshest environments, therefore delivering products that consistently perform and which protect our customers, suppliers, employees and the environment remain a key area of focus.

### Our facilities continue to secure key manufacturing accreditations

Hunting remains committed to achieving and maintaining critical ISO certifications, including those for manufacturing excellence and environmental management.

### We aim for zero recordable incidents and fatalities

Protecting our employees and contractors who work at our facilities remains a key focus.



### Highlights 2025

# 22.1m parts

In the year, we manufactured 22.1m parts (2024 – 15.6m), with only 0.0021% (2024 – 0.0006%) of shipped parts returned.

# 0.75 TRIR

Our total recordable incident rate in the year was 0.75 (2024 – 0.93), reflecting a broadly consistent performance for health and safety, and averaging 0.86 over the past three years.

# 52,130 hours

Recorded HSE training in the year totalled 52,130 hours, on average 23 hours per employee (2024 – 68,834 hours / 28 hours per employee).

# 0.20%

We improved our manufacturing reject rate in the year through robust quality assurance protocols. In 2024, our reject rate was 0.31%.



Hunting 2030 Strategy continued



## ESG and sustainability

**We are committed to acting with high standards of integrity and creating positive, long-lasting relationships with our customers, suppliers, employees, and the wider communities in which we operate.**

**We are also focused on managing and reducing our carbon footprint and impact on the environment.**

### Related KPIs

Total recordable incident rate; internal manufacturing reject rate; total scope 1, 2 and 3 emissions; CO<sub>2</sub> intensity factor; total purchased electricity; and renewable energy purchased.

SEE PAGES 12 AND 13

### Related risks



SEE PAGES 91 TO 95

### **Our employees are our most important asset, and we aim to keep our voluntary turnover rate low**

Hunting strives to keep our employee attrition rates low as it reduces the risk of injury, it reduces costs associated with hiring and training new employees, ensures that productivity remains high, and a stronger company culture prevails. Our focus on training supports efficiency improvements and helps ensure a safe and engaged workforce.

### **We continue to seek ways of reducing our carbon footprint and encourage our suppliers and customers to do the same**

Hunting is committed to improving its carbon and climate reporting to provide investors and stakeholders with a clear understanding of our environmental impact. We are targeting a reduction in our scope 1 and 2 greenhouse gas emissions by 50% from our 2019 baseline year and to purchase 50% of our energy from renewable sources by the end of the decade.

### **We are enhancing our carbon and climate reporting to enable our stakeholders to understand Hunting's impact on the environment**

Hunting now reports scope 1, 2 and 3 emissions, which will enable further development of a Net Zero plan. Assurance procedures over our 2024 scope 1 and 2 data were completed in the year.

### **We are committed to ethical ways of doing business, which includes transparent dealings and having a zero tolerance to modern slavery**

Hunting's culture encourages the highest levels of ethical behaviour and to this end has strong anti-bribery and corruption, modern slavery and sanctions policies.



### Highlights 2025

**4.16**  
Satisfaction rating out of 5.00 from employee engagement survey compared to 4.07 in 2023.

**11.4%**  
In the year, our voluntary turnover rate was 11.4% (2024 – 10.3%), and the average tenure of our employees is nine years (2024 – nine years), which helps us mitigate HSE risk.

**474,894 tonnes**  
Our total scope 1, 2 and 3 GHG emissions were 474,894 tonnes (2024 – 557,068 tonnes) following collection of a full data set from all operating segments.

**22.8kg/\$k**  
Our CO<sub>2</sub>e intensity factor was 22.8kg/\$k of revenue (2024 – 21.2kg/\$k of revenue).

## Hunting 2030 Strategy continued

## Investment proposition

Hunting PLC's investment case is based on technology, precision engineering core competencies, and a deep knowledge of the global energy and precision manufacturing industries.

**Our strategy and expertise will drive long-term growth, providing leverage to deliver our value proposition into new sectors.**

### Our core competencies

**Leadership in:**

- Systems design and precision engineering;
- Bespoke manufacturing; and
- Metallurgy and materials.

**Investing in our people to provide:**

- Innovation and a competitive edge, protected through patents and trademarks;
- Engineering and technical leadership to attract blue-chip customers from multiple end-markets; and
- A premium service culture.

**Global operating presence in key locations and exposure to high-growth markets with proven control over:**

- Quality assurance;
- Health and safety; and
- Carbon emissions.

**Strong, experienced management team to:**

- Pursue growth across complex and competitive sectors;
- Diversify revenue to ensure long-term resilience;
- Navigate through market cycles; and
- Ensure M&A targets are aligned with our long-term strategy.

### Our strategic differentiators position us competitively

**Diversified portfolio:**

- Hunting has a diversified portfolio of market-leading technologies, products and services that address many areas of the energy and non-oil and gas supply chain. The Group holds a global portfolio of patents and trademarks across key technologies and geographies.

**Efficiency:**

- Our precision-engineered products are highly reliable and assist in higher safety protocols and more efficient procedures for our customers, wherever they are deployed.

**Commercial agility:**

- Hunting can leverage its world-class engineering and manufacturing capabilities into the energy transition sector and into high-quality non-oil and gas markets and industries through its global presence. Our commercial agility helps us to remain a technology leader, often with a compelling market share.

**Our ESG and sustainability principles:**

- Hunting has an established culture based on its highly skilled and trained workforce, resulting in strong quality-assured products and a robust HSE record. Our ESG principles help us drive growth, increase efficiencies and safety for our workforce and our customers, and lowers carbon emissions through operational effectiveness and technological innovation.

### Our sectors of focus are resilient

**Oil and gas:**

- The global energy industry, particularly oil and gas, is a long-term driver of economic growth. This is likely to be the case for many years to come.

**Energy transition:**

- Energy transition opportunities are complementary to our core oil and gas markets, and is a further area of long-term growth for the Group.

**Other non-oil and gas:**

- Aviation, commercial space, defence, medical, and power generation sectors have long-term growth prospects. These are resilient markets that support economic prosperity and use our precision engineering expertise, which will reduce cyclicality in our earnings.

### Our financial returns are gaining momentum

**Strong growth profile:**

- Hunting has increased its revenue, profits and cash flows in recent years despite continuing uncertainty in markets.

**Improved margins:**

- Stronger pricing, focused cost management and higher facility utilisation levels have enhanced operating margins and earnings.

**Improved earnings:**

- Increased earnings have led to higher shareholder and capital returns in the form of share buybacks, dividend distributions and capital growth.

**Cash generation:**

- Consistently turning profit into free cash flow.

**Strong balance sheet:**

- Improving balance sheet efficiency;
- Financial stability; and
- Revolving credit facility and term loan provide liquidity.

**Progressive financial returns:**

- Revenue and profit growth;
- Fixed cost reduction strategy, delivering a more efficient business platform;
- Increasing EBITDA to free cash flow conversion;
- Share buyback programme; and
- Dividend growth.

# Key Performance Indicators

## Financial

### Revenue \$m

<b>2025</b>	<b>1,018.8</b>
2024	1,048.9
2023	929.1

Revenue is earned from products and services sold to customers from the Group's principal activities (see notes 2 and 3).

### Adjusted profit before tax\* \$m

<b>2025</b>	<b>79.7</b>
2024	75.6
2023	50.0

Profit before tax excluding adjusting items (see NGM B).

### Free cash flow\* \$m

<b>2025</b>	<b>96.6</b>
2024	139.7
(0.5)   2023	

All cash flows before transactions with shareholders and acquisitions, either subsidiaries or assets (see NGM P).

### Non-oil and gas revenue \$m

<b>2025</b>	<b>82.9</b>
2024	75.1
2023	75.9

Revenue earned from products and services sold to customers in non-oil and gas sectors (see note 2).

### Adjusted diluted earnings per share\* cents

<b>2025</b>	<b>34.1</b>
2024	31.4
2023	20.3

Adjusted earnings attributable to Ordinary shareholders, divided by the weighted average number of Ordinary shares in issue during the year adjusted for all potentially dilutive Ordinary shares (NGM B).

### Total cash and bank/(borrowings)\* \$m

<b>2025</b>	<b>62.9</b>
2024	104.7
(0.8)   2023	

Total cash and bank/(borrowings) comprises cash at bank and in hand, short-term deposits and money market funds less bank overdrafts and bank borrowings (see NGM K).

### EBITDA\* \$m

<b>2025</b>	<b>135.7</b>
2024	126.3
2023	102.4

Adjusted results before interest, tax, depreciation, impairment and amortisation (see NGM C), and includes the Group's share of associates' and joint ventures results for the year.

### Dividend per share declared\* cents

<b>2025</b>	<b>13.0</b>
2024	11.5
2023	10.0

The amount in cents returned to Ordinary shareholders in relation to the financial year (see NGM Q).

### Working capital to annualised revenue ratio\* %

<b>2025</b>	<b>33</b>
2024	29
2023	46

Working capital as a percentage of annualised revenue (see NGM E).

### Sales order book\* \$m

<b>2025</b>	<b>358.0</b>
2024	508.6
2023	565.2

The sales order book comprises the value of all customer orders booked and expected to be recognised as revenue in future periods (see NGM T).

### Total shareholder return\* %

<b>2025</b>	<b>32</b>
0   2024	
(9)   2023	

Total shareholder return is a measure of the Company's performance over time. It factors in share price appreciation and dividends paid to show the total return to the shareholder expressed as an annualised percentage.

### Return on average capital employed\* %

<b>2025</b>	<b>10</b>
2024	9
2023	6

Adjusted profit before interest and tax, for the previous 12 months, as a percentage of average gross capital employed (see NGM S).

\* Non-GAAP measure ("NGM") see pages 236 to 243.

## Key Performance Indicators continued

## Non-financial

Total recordable incident rate (OSHA method)  
#

<b>2025</b>	<b>0.75</b>
2024	0.93
2023	0.91

The US Occupational Safety and Health Administration ("OSHA") incident rate is calculated by multiplying the number of recordable incidents by 200,000 and then dividing that number for the number of labour hours worked.

Total scope 1 and 2 emissions  
tonnes CO<sub>2</sub>e

<b>2025</b>	<b>23,206</b>
2024	22,233
2023	22,599

Scope 1 and 2 greenhouse gas emissions in tonnes, reported in line with the Greenhouse Gas Protocol, published by the World Resources Institute.

Total purchased electricity  
GWh

<b>2025</b>	<b>48.2</b>
2024	50.2
2023	49.4

The Group's total electricity purchased during the year.

Internal manufacturing reject rate  
%

<b>2025</b>	<b>0.20</b>
2024	0.31
2023	0.20

Percentage of parts rejected during the manufacturing process.

CO<sub>2</sub>e intensity factor  
kg/\$k of revenue

<b>2025</b>	<b>22.8</b>
2024	21.2
2023	24.3

CO<sub>2</sub>e intensity factor is defined as kilogrammes CO<sub>2</sub> of scope 1 and 2 greenhouse gas emissions, divided by \$'000 of revenue.

Renewable electricity purchased  
GWh

<b>2025</b>	<b>12.6</b>
2024	10.5
2023	11.4

The Group's electricity purchased from renewable or sustainable sources during the year.

## Market Indicators

Average WTI crude oil price  
\$ per barrel

<b>2025</b>	<b>65</b>
2024	76
2023	78

The average price recorded in the year for West Texas Intermediary crude oil.

Global onshore capital investment  
\$bn

<b>2025</b>	<b>129.5</b>
2024	136.2
2023	141.2

The estimated onshore/land-based drilling and production expenditures of the industry. Reported by Spears & Associates in their Drilling & Production Outlook – December 2025.

Global onshore average rig count  
#

<b>2025</b>	<b>1,553</b>
2024	1,640
2023	1,560

The average onshore global rig count during the year as reported by Baker Hughes Inc. Reported by Spears & Associates in their Drilling & Production Outlook – December 2025.

Average Henry Hub natural gas price  
\$ per mmBtu

<b>2025</b>	<b>3.62</b>
2024	2.41
2023	2.66

The average price recorded in the year for Henry Hub natural gas.

Global offshore capital investment  
\$bn

<b>2025</b>	<b>55.0</b>
2024	55.2
2023	57.6

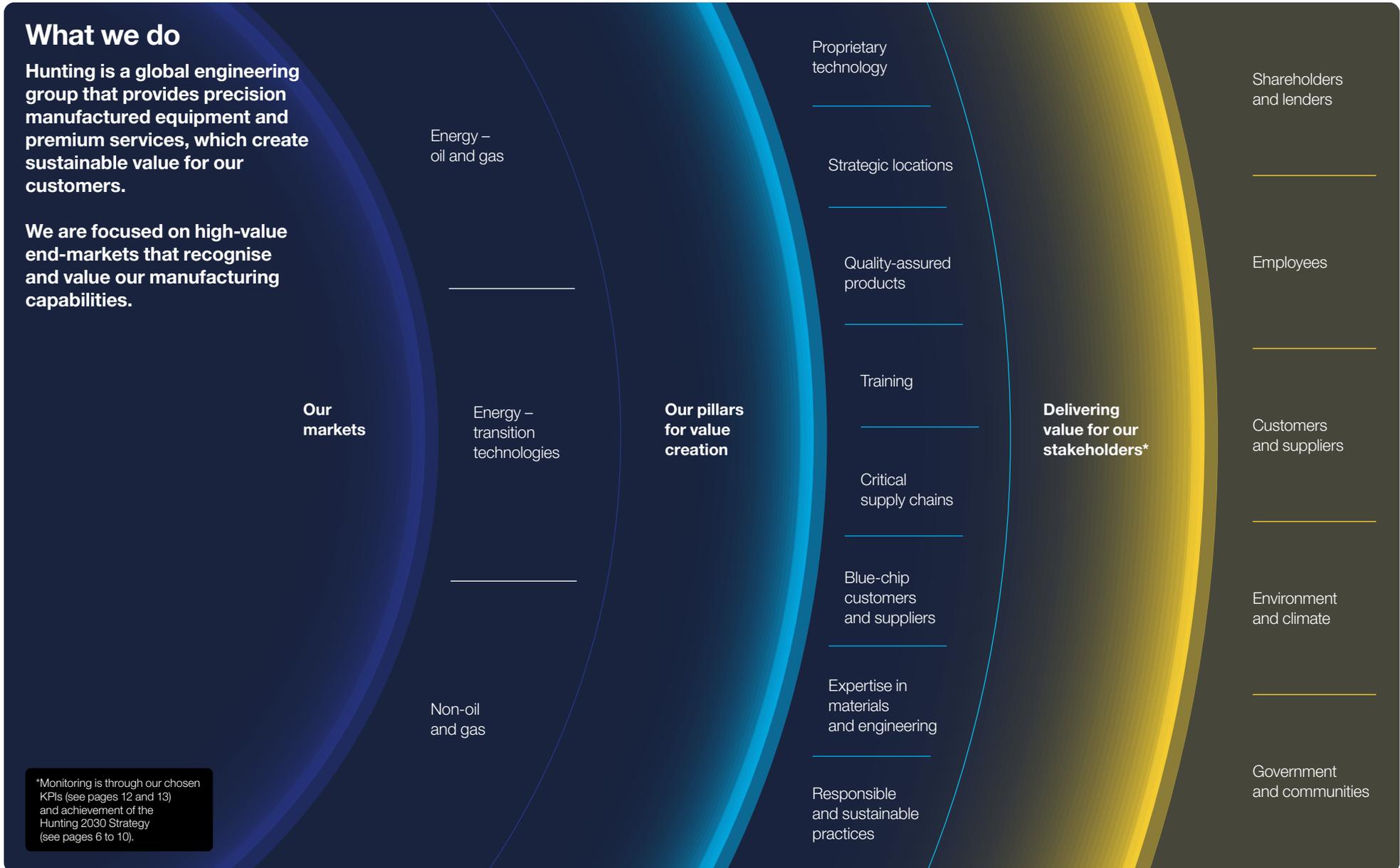
The estimated offshore drilling and production expenditures of the industry as reported by Spears & Associates in their Drilling & Production Outlook – December 2025.

Global offshore average rig count  
#

<b>2025</b>	<b>223</b>
2024	259
2023	205

The average offshore global rig count during the year as reported by Baker Hughes Inc. Reported by Spears & Associates in their Drilling & Production Outlook – December 2025.

# Business Model



Business Model continued

## Our markets

### Energy – oil and gas

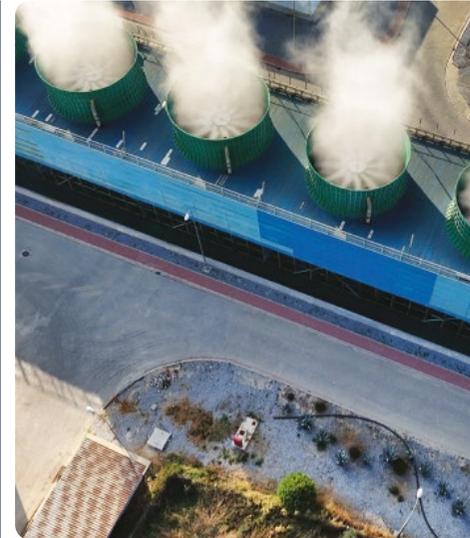
Our core market remains the oil and gas sector within the global energy industry. For decades, affordable and secure energy has underpinned economic growth, supported by a constantly evolving technological and geographic landscape. Global crude oil demand is approximately 100m barrels per day, and, as illustrated in the adjacent chart, is expected to remain robust for decades to come. Hunting’s products and services are designed to support this enduring global requirement.

The oil and gas industry is highly complex, well-regulated, and technologically demanding, requiring solutions that enable the safe and responsible extraction of hydrocarbons. Hunting addresses these needs by supplying high-performance, engineered technologies to a diverse customer base, including integrated energy groups, international service companies, and national and independent operators.

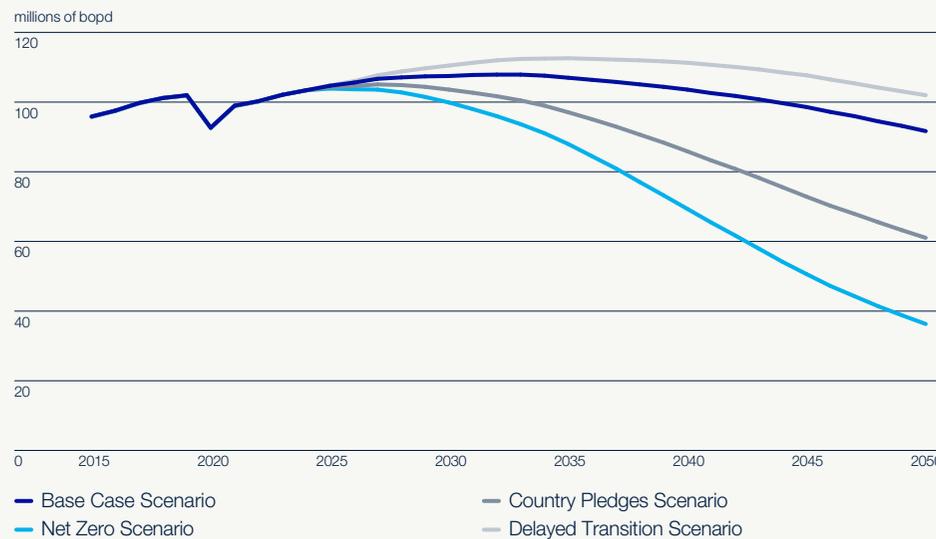
To meet daily global demand, the industry relies on advanced equipment and technology. Hunting’s major product groups, summarised on pages 32 to 41, span from onshore well completion solutions produced by our Perforating Systems product group (Hunting Titan operating segment) to deepwater development equipment manufactured by our Subsea Technologies operating segment. A key indicator for Hunting’s markets is annual capital expenditure by industry stakeholders. In 2025, global investment in crude oil and natural gas production was approximately \$184.5bn (2024 – \$191.4bn), and this level of spending is expected to remain resilient as the world continues to depend on traditional energy sources.

### Energy – transition technologies

As Western economies accelerate efforts to manage their respective carbon footprints, new opportunities are emerging for Hunting. Geothermal energy is gaining traction as a cleaner source of heat and power. Hunting anticipates growth for its OCTG product group in this sector, where our premium connections and strategic supply capabilities deliver critical solutions to clients. Following the acquisition of FES, Hunting will leverage its proprietary connectors to build a presence in the floating offshore wind market. Looking further ahead, carbon capture, utilisation and storage (“CCUS”) is developing as a key technology to reduce atmospheric carbon. CCUS projects require advanced materials and engineered solutions to ensure long-term operational integrity, areas where Hunting’s capabilities are well positioned to add value.



Scenarios for oil demand: 2015 to 2050



Source: Wood MacKenzie

### Non-oil and gas

Beyond energy, Hunting has a long-standing presence in the aviation and defence sectors, supported by key accreditations within our Advanced Manufacturing businesses. These credentials enable participation in government contracts, including naval and air force programmes, where we supply components such as engine shafts for military aircraft and periscope tubes for submarines.

In recent years, Hunting has expanded into the commercial space sector, leveraging our precision engineering expertise to manufacture critical components. We also produce turbine shafts for the power generation industry and continue to develop accessories for the medical sector. In 2025, Hunting secured orders for components for the nuclear industry, a primary energy source experiencing renewed interest due to rising electricity demand and the industry’s low-carbon profile.

Business Model continued

## Our pillars for value creation

### 01

#### We develop proprietary technology

The development of new technology and products is a key element of our business model and strategy.

This intellectual property and know-how are introduced to our blue-chip customers as the drive for more efficient and safer delivery of oil and gas continues.

In 2025, the Group held 408 patents and trademarks.

**Related risks**

- 1
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

### 02

#### We manufacture close to where our clients need us

Hunting has a global operating presence in strategic locations to ensure that we are close to where our customers are drilling and developing many different resource types.

Our established operating footprint ensures that we can support our customers in the oil and gas industry as well as the emerging energy transition and industrial sectors.

At 31 December 2025, we manufactured in nine countries (2024 – 11), from 25 operating sites (2024 – 25) and supplied through 14 distribution centres (2024 – 14).

**Related risks**

- 1
- 2
- 5
- 6
- 7

### 03

#### We leverage our brand and reputation through strong quality assured products

The Hunting brand is supported by its strong reputation for quality assurance. These credentials drive customer loyalty and form the basis of most industry tenders, which support our success in increasing our market share in key product lines and multiple end-markets.

During 2025, the Group manufactured 22.1m parts (2024 – 15.6m) with an internal manufacturing reject rate of 0.20% (2024 – 0.31%). The reject rate for goods shipped was 0.0021% in the year (2024 – 0.0006%).

These metrics demonstrate the impressive quality and reliability of our products. This performance strengthens Hunting’s standing in its end-markets.

**Related risks**

- 1
- 4
- 5
- 6
- 7
- 9
- 10

**Risks to our pillars for value creation**

- 1 Increased competition and market consolidation
- 2 Geopolitical instability
- 3 Adverse movement in commodity prices
- 4 Information technology and cyber security
- 5 Our ability to achieve our strategic goals
- 6 Legal and compliance risk

### 04

#### We train our employees and keep them safe

Our health and safety protocols have been developed to keep our employees safe, with our safety performance measured using an industry-wide performance indicator, which is monitored closely.

In 2025, the Group had 19 recordable incidents (2024 – 25) leading to a total recordable incident rate of 0.75 (2024 – 0.93) compared to the industry standard of 4.0.

The Group recorded one contractor fatality (2024 – nil) in the year, in China.

**Related risks**

- 4
- 5
- 6
- 7
- 10

- 7 Loss of key executives or staff and shortage of key staff
- 8 Climate change and energy transition
- 9 Product quality and reliability
- 10 Work environment issues including health and safety

Business Model continued

# 05

## We provide critical supply channels

Our products are manufactured using critical raw materials, which enable them to perform in highly challenging environments. We work hard to provide competitive supply channels to ensure that our products reach their destination without disruption and without compromising on quality. The Group has an agile OCTG supply chain in Asia Pacific, working with a number of Chinese steel mills to ensure the supply of competitive OCTG to which our premium connections are applied. The Group has several strategic partnerships, including our joint venture partner Jindal SAW in India, which produces OCTG pipe and tubulars, to which Hunting's premium connections are applied, for the local Indian energy market. The Group also has strategic supply chain partners to support the accelerating energy transition sector, including the ten-year alliance with Jiuli.

**Related risks**

- 1
- 2
- 5
- 7
- 9

# 06

## We target blue-chip customers and suppliers

Hunting is a trusted supplier to some of the world's leading energy companies, including integrated energy companies, national oil companies, international services groups, independent oil and gas producers, as well as leading engineering companies who operate in the global aviation, commercial space, defence, medical, and power generation sectors.

We target clients and end-markets which value strongly assured products and services, and which demand high-performance technology and products.

We have developed long-standing relationships with our customers through our market-leading reputation for HSE, quality assurance and reliability, differentiated technology, availability and delivery, and customer service and support.

**Related risks**

- 1
- 3
- 4
- 5
- 9
- 10

# 07

## We leverage our expertise in material science and engineering

Hunting's workforce comprises highly skilled engineers and machinists who lead the development and manufacture of our high-performance technology and products.

Our expertise in mechanical and materials engineering and metallurgy ensures that our products will perform in high-pressure, high-temperature environments.

We can leverage this expertise into energy transition markets as well as high-value, non-oil and gas markets, such as aviation, commercial space, defence, medical, and nuclear, to further increase our diversification opportunities.

**Related risks**

- 1
- 4
- 5
- 7
- 10

# 08

## We operate in a responsible and sustainable way

Hunting's responsible and sustainable approach to its global operations includes the monitoring of waste and emissions to ensure we have a minimal impact on the environment.

We have recycled for many years and, more recently, have been monitoring our carbon footprint, with initiatives being introduced to reduce our climate impact.

The Group announced revised carbon intensity targets in March 2025 as part of the Board's drive to improve our carbon reduction credentials and to assist in the preparation of a Net Zero transition plan.

**Related risks**

- 4
- 6
- 7
- 8
- 9
- 10

**Risks to our pillars for value creation**

- 1 Increased competition and market consolidation
- 7 Loss of key executives or staff and shortage of key staff
- 2 Geopolitical instability
- 8 Climate change and energy transition
- 3 Adverse movement in commodity prices
- 9 Product quality and reliability
- 4 Information technology and cyber security
- 10 Work environment issues including health and safety
- 5 Our ability to achieve our strategic goals
- 6 Legal and compliance risk

Business Model continued

## Delivering value for our stakeholders

The Group’s stakeholders enable the delivery of Hunting’s business model and strategy. Engaging with stakeholders is a cornerstone of our culture and has become increasingly important in recent years.

We maintain regular, meaningful dialogue to understand and respond to the needs of our shareholders, lenders, customers, suppliers, and workforce. This ongoing engagement ensures alignment and strengthens the relationships that underpin our long-term success.

### Shareholders and lenders



Our shareholders and lenders provide equity and loan capital to the Group. The Directors regularly engage with shareholders and lenders to discuss performance, strategy, capital allocation, governance, and other matters. This feedback is used to refine our strategic plans.

13.0 cents

2025 dividend per share declared

### Employees



Our employees are one of the Group’s most valuable assets, driving the delivery of our strategic objectives. We are committed to diversity, continuous training and development, while maintaining the highest Health and Safety standards. The Board engages with management and employees through site visits and structured programmes, reinforcing our commitment to a strong, inclusive culture.

9 years

Average employee tenure

### Customers and suppliers



Our customers and suppliers are central to the Group’s success. Ongoing dialogue informs our product development and sharpens our technical and product offering, ensuring we meet evolving market and customer needs. We remain focused on delivering a secure and reliable supply chain, reinforcing trust and long-term partnerships.

408

Patents and trademarks

### Environment and climate



The Group is committed to strong environmental stewardship. Our operating principles are focused on containing and reducing our carbon footprint, maximising recycling, reducing waste streams and improving our climate change commitments.

26%

Electricity from renewable resources

### Governments and communities



The Group maintains active engagement with local regulators, tax authorities, and governments. We also support communities through a wide range of initiatives, including fundraising events and charitable donations. Each region develops its own programmes to reflect local needs and cultural practices, reinforcing our commitment to responsible and inclusive operations.

\$62k

Charitable donations

## Business Model continued



## Shareholders and lenders

**Shareholders**

Hunting's shareholders are a key source of capital, enabling the Group to invest in growth and deliver long-term value. Their support underpins our ability to execute strategy, innovate, and maintain financial resilience.

The Group is a listed public company, with one class of Ordinary shares quoted on the London Stock Exchange in the Equity Shares Commercial Companies category.

At 31 December 2025, the total number of Ordinary shares in issue was 157.7m (2024 – 164.9m), with 1,203 (2024 – 1,237) shareholders on the register.

Shareholder returns are measured through Total Shareholder Return ("TSR"), which is a key performance metric for the Group and forms a large portion of executive long-term remuneration. TSR is assessed against demanding vesting targets and benchmarked against industry peers. In 2025, Hunting PLC's Ordinary shares achieved a TSR of 32% on an annualised basis. (For the definition of TSR, see page 250).

The Board sets the Company's dividend policy, declaring dividends in US Dollars and paying in Sterling. In July 2025, we announced a revised dividend ambition as part of a broader review of Hunting's capital allocation policy as noted on the right.

During the year, the Company initiated a share buyback programme. As at 31 December 2025, 7,219,478 Ordinary shares had been purchased for cancellation at a cost of \$33.5m before costs, reducing the issued share capital accordingly. In December 2025, the Company announced an extension to the original \$40 million buyback programme by up to a further \$20 million.

**Total shareholder return (1-year)**

32%

**Dividend per share declared**

13.0 cents

**Share Buyback**

\$33.5m

**Board engagement and decision making – shareholders**

At each Board meeting Directors receive a report from the Investor Relations function on the Company's share register, which is supported by briefings from the Chief Executive, Finance Director, and Company Secretary on recent shareholder interactions and key themes discussed.

Throughout the year, the Board engaged closely with leading institutional investors on performance, remuneration, and capital allocation. In July 2025, the Directors announced a revised capital allocation framework, including a commitment to increase annual dividend distributions by at least 13% per annum through to 2030. The revised capital allocation also introduced a \$40 million share buyback programme, which commenced in August. Following further consultation with major shareholders, the share buyback programme was extended by a further \$20 million in December 2025.

Dividend proposals are reviewed by the Audit and Risk Committee as part of its regular programme of work, with recommendations made to the Board following a review of the Group's financial performance for the relevant reporting period. Dividends are announced alongside Group results and are typically paid in May and October.

For 2025, the Directors are proposing a Final Dividend of 6.8 cents per share, subject to shareholder approval at the 2026 AGM.

## Business Model continued

**Shareholder engagement**

We maintain regular and transparent engagement with our shareholders through a structured annual calendar managed by our Investor Relations team.

The Chief Executive and Finance Director meet institutional investors following the publication of half-year and full-year results and throughout the year. These meetings include participation in investor conferences across the UK, Europe, and the US, one-to-one sessions with existing and potential shareholders, and engagement with private and retail investors through platforms such as Investor Meets Company.

The Company holds a hybrid AGM in April each year, which enables investors to attend in-person or engage online through a webcast.

Further, the Company Chair and Senior Independent Director meet investors annually to discuss governance, succession planning, remuneration, capital allocation, and other matters. These meetings are designed for open dialogue without a fixed agenda, fostering constructive engagement.

Key topics discussed during the year included progress against the Hunting 2030 Strategy; capital allocation priorities; including dividends; share buybacks; M&A opportunities; and broader strategic developments.

**Lenders**

In 2024, the Group entered into a new funding arrangement for its committed borrowing facilities to finance the ongoing working capital requirements of the existing business and to support Hunting's stated organic and inorganic growth strategy. The facilities are provided by a four-bank syndicate consisting of Wells Fargo, HSBC, First Abu Dhabi Bank, and Emirates NBD.

The funding arrangements comprised a \$200m revolving credit facility ("RCF") and a \$100m term loan.

The \$200m RCF was arranged with an initial tenor of four years, expiring on 16 October 2028. During the year, the Company exercised its option to extend the contracted maturity date by an additional 12-month term, such that the \$200m RCF is now due to expire on 16 October 2029.

The \$100m term loan was arranged with a three-year tenor and, pursuant to the conditions of the facility agreement, was fully drawn on signing of the facilities. Under the terms of the loan agreement, after the initial 12-month period from the date of signing, the term loan begins to amortise, with eight quarterly repayments of \$9.4m to be made and a final \$25.0m repayment in September 2027. The first quarterly payment of \$9.4m was made in September 2025, with a second payment made in December 2025.

A conventional earnings-based covenant regime is attached to the facilities and includes a leverage test (being the ratio of total net debt to adjusted EBITDA not exceeding 3.0:1) and an interest cover test (being the ratio of consolidated EBITDA to consolidated net finance charges not being less than 4.0:1).

Combined with the \$62.9m of total cash and bank/(borrowings) recorded at the year-end, the Group now has \$405.2m of liquidity available to pursue growth opportunities, including bolt-on acquisitions.

**Board engagement and decision making – lenders**

The Directors are briefed at each Board meeting by the Finance Director on the Group's financial position and the relationship with members of the bank lending group. Meetings between the Company and the lending group were held throughout the year following the full-year and half-year results announcements.

## Business Model continued



## Employees

Hunting's reputation, which has been built over many years, is underpinned by the dedication of its highly skilled employees, who are central to delivering the Group's strategic objectives. At 31 December 2025, the Group had 2,246 employees (2024 – 2,367) across its global operations.

The Group is committed to training and developing all employees, which includes Health and Safety training, professional development, and general career development initiatives. To retain our staff, our employees are fairly remunerated with a competitive base salary. Given the competitive landscape of our industry, our base levels of pay are well above minimum wage thresholds.

Employees are offered benefits on joining the Group, including healthcare cover, post-retirement benefits and, in certain instances when Group outperformance in terms of operational or financial targets has been delivered, participation in discretionary annual bonus arrangements.

Our reputation as a responsible employer is reflected in an average employee tenure of nine years (2024 – nine years) and a voluntary turnover rate of 11.4% (2024 – 10.3%). These metrics demonstrate our commitment to fostering long-term, mutually beneficial relationships with our workforce.

Hunting takes diligent steps to achieve full compliance with all relevant regional laws covering employment and minimum wage legislation.

Our ethics policies promote equal employment opportunities, enabling us to draw from the widest talent pool and attract the best people. The Board, through the Ethics and Sustainability Committee, monitors Group culture and adherence to our published Hunting PLC Code of Conduct ("Code of Conduct"). Day-to-day responsibility for employee matters rests with local management, ensuring responsiveness to local needs while maintaining compliance with the Group's ethical employment and human rights standards as set out in the Code of Conduct ([www.huntingplc.com](http://www.huntingplc.com)).

## Year-end employees

**2,246**  
(2024 – 2,367)

## Training

The Group requires all employees to complete a comprehensive Code of Conduct training programme, covering Hunting's ethical standards, compliance requirements, and key policies. Both the Code of Conduct and the training course were updated during the year to reflect evolving best practices.

Health and Safety remains a priority, supported by an embedded training programme and a structured onboarding process for new employees. In addition, the Group provides extensive IT and cyber-security training to all staff, ensuring awareness and resilience against emerging digital risks.

## Health and Safety

The Group is committed to maintaining the highest standards of safety for employees, contractors, and all stakeholders. Safety is embedded in our culture, supported by rigorous Health and Safety practices and a continuous drive for best practice.

We target zero fatalities and zero recordable incidents across all operations. Each business develops tailored Health and Safety policies aligned with local regulatory requirements and the Group's overarching commitment to putting safety first.

During the year, the Group regrettably recorded a fatality involving a contractor, the first such incident in many decades. The Board oversaw a comprehensive root cause analysis, conducted by the Global Director of QAHSE, and management implemented remedial actions immediately to strengthen safety controls and prevent recurrence. The Board received detailed reports and assurance that all identified risks were addressed, reaffirming our commitment to the highest standards of Health and Safety.

Health and Safety performance is monitored closely, with reports presented to the Board quarterly and in-depth reviews conducted by the Ethics and Sustainability Committee twice a year.



Further details on compliance with the Sustainability Accounting Standards Board ("SASB") reporting framework can be found on pages 72 and 73, and additional health and safety reporting is provided on pages 60 to 62.

Business Model continued

**Equal opportunities, diversity and inclusion**

The Group recognises that a diverse workforce drives high performance, fosters innovation, and strengthens organisational effectiveness. We are committed to creating an inclusive workplace where all individuals are valued and respected.

Hunting believes that promoting and developing diversity is everyone’s responsibility and we seek to increase the diversity of our workforce through recruitment, training, and development.

Hunting does not treat applications from less able persons any differently from those of able-bodied persons and gives full and fair consideration to such applications.

Our policies aim to promote equality, eliminate discrimination, and build strong relationships among employees from diverse backgrounds.

Hunting is committed to providing a safe working environment where staff are treated with respect and ensuring that our employees enjoy prejudice-free decision-making.

Hunting is also committed to building a working environment in which all individuals can make the best use of their skills, free from discrimination, victimisation, harassment and/or bullying, and in which all appointments are based on merit.

Hunting has an embedded culture of equal opportunities for all employees and prospective employees regardless of race, ethnic origin, nationality, age, trade union activities, sex, marital status, part-time status, sexual orientation, religion, belief or disability.

Hunting’s policies promote the gender and ethnicity suggestions made in the Hampton Alexander Review and the Parker Review, and these are taken into consideration as the Board is refreshed, along with the requirements published by the Financial Conduct Authority, noted on page 112.

 For further reporting on diversity and inclusion, see page 70.

**Human rights**

We are committed to respecting and upholding the human rights of all our employees. As part of the Code of Conduct training, a module on human rights is included.

 For further reporting on our approach to human rights, see page 62.

**Modern slavery**

Our Modern Slavery statement can be found on our website (www.huntingplc.com).

 For further reporting on our approach to Modern Slavery, see page 63.

**Whistleblowing**

The Board of Hunting has established procedures whereby employees can raise concerns, in confidence, by contacting the Company Chair or Senior Independent Director. The Group also uses an independent whistleblowing service operated by SafeCall.

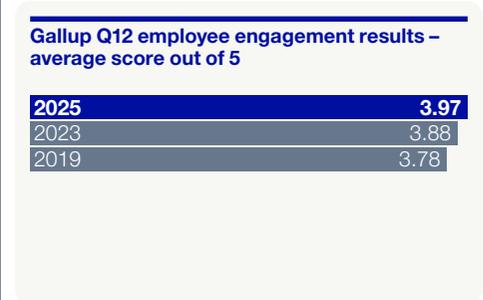
Contact information for both these lines of reporting is published on staff noticeboards across the Group’s facilities and within the Group’s magazine, the “Hunting Review”, which is published twice yearly and is available to all employees.

**Employee engagement survey**

In 2025, Hunting conducted its third all-employee engagement survey using the Gallup Q12 methodology. The survey assessed key aspects of engagement and satisfaction, including the question: “On a five-point scale, how satisfied are you with your organisation as a place to work?” The score for this question was 4.16 out of 5.00, a 0.09 increase from our 2023 result of 4.07.

The average score across all 12 core questions was 3.97, representing a 0.09 improvement from 2023. This compares favourably to the Gallup global benchmark of approximately 3.60, reflecting Hunting’s strong performance in employee engagement relative to industry norms.

Additional feedback highlighted areas for improvement, which management is actively addressing to further strengthen employee experience and engagement.



 For further details on the employee engagement survey results, see page 71.

**Board engagement and decision making – employees**

Through the Ethics and Sustainability Committee, the Board has formalised the reporting of Human Resources and QAHSSE matters, with the Group’s Chief HR Officer and Global Director of QAHSSE providing reports at each meeting.

These senior managers are also members of the Executive Committee.

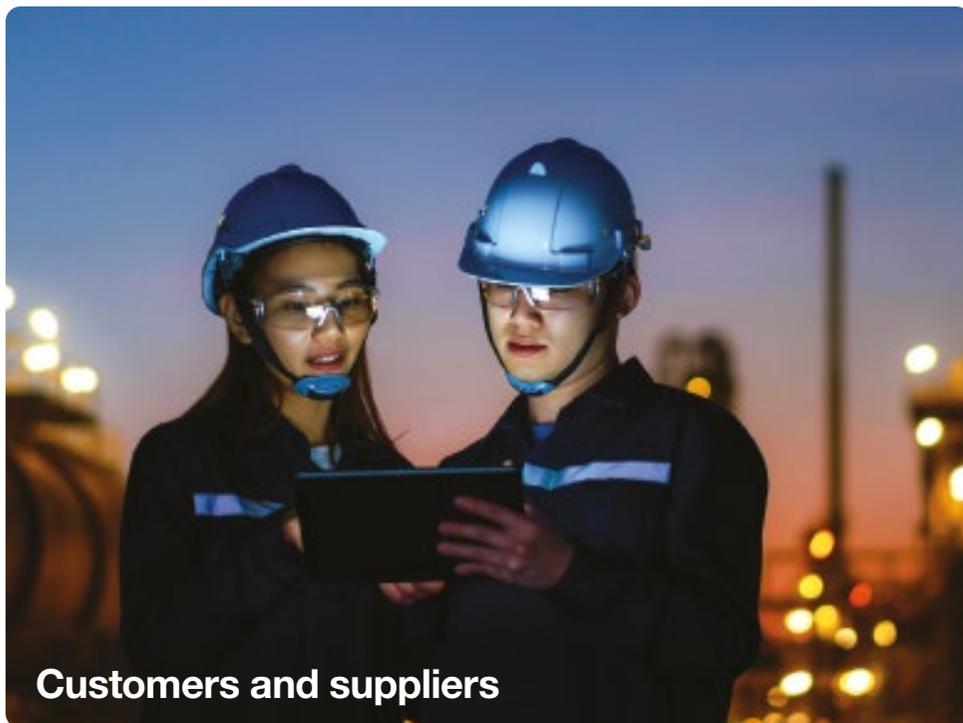
The Directors organised an employee engagement event at the Group’s OCTG facilities in Singapore and China in June 2025, where employees were able to ask questions to the Board.

Paula Harris, the designated non-executive Director for employee engagement also took these opportunities to talk to the management and workforce.

All reports to the Group’s SafeCall service are taken seriously, with care being taken to retain confidentiality and anonymity of all callers. Each report is investigated thoroughly, with the Board receiving briefings from Keith Lough, the Company’s Senior Independent Director. During the year, the Group received two reports to the SafeCall service (2024 – three).

 For further reporting on our approach to business ethics, see pages 61 and 63.

## Business Model continued



## Customers and suppliers

### Our customers

As a key participant in the oil and gas equipment supply chain, Hunting's broad portfolio of products and services enables the Group to cover a large proportion of the needs of the global energy industry, including onshore and offshore drilling projects and conventional and unconventional resource development, supported by selected high-value services to help our customers achieve their strategic objectives.

Across all our businesses, a common theme is our ability to add value. We do this by delivering advanced, high-technology solutions that reduce operational costs, solve technical challenges, and enable projects to be completed more efficiently and safely, without compromising on quality.

Hunting maintains proactive engagement with customers to understand their evolving requirements and to collaborate on technology developments that enhance safety and lower production costs. This customer-focused approach ensures we remain a trusted partner in helping customers meet their long-term goals.

### Customer engagement

Customer engagement is central to understanding the short- to medium-term needs of our clients and shaping our strategy.

This dialogue informs our product development and service programmes, ensuring we deliver solutions that meet evolving requirements.

In 2025, the Group launched a number of new products developed in close collaboration with customers, addressing in-field technical challenges and strengthening long-term partnerships.

Hunting also engages with customers to understand their future needs in order to obtain the necessary qualifications and certifications to enable participation in bids and tenders.

A notable example of this engagement was the completion of two major orders for KOC totalling \$231m, following more than five years of collaboration to certify our suppliers' steel pipe and Hunting's proprietary connections for participation in relevant tenders.

We maintain active dialogue with customers through regular visits to our facilities, where clients review production capabilities, explore new technologies, and collaborate on future projects.

Customer contact reports, prepared by our sales teams, capture feedback on performance, satisfaction, and areas for improvement. Independent third-party surveys further validate customer perception and satisfaction.

Our customer-facing sales teams are supported by engineering, quality assurance, Health and Safety, and environmental specialists ensuring operational excellence and compliance in global tenders.

During the year, Hunting participated in several international trade shows, including ADIPEC in Abu Dhabi, providing opportunities to engage with existing and potential customers.

### Anti-bribery and corruption ("ABC")

The Group has processes and procedures in place to monitor and assess the risk of bribery and corruption occurring.

Hunting's Code of Conduct training course includes detailed modules on ABC compliance and risk assessment procedures.

Twice a year, each major business unit completes a risk assessment process, detailing management's views on its risk profile against 16 key ABC considerations, and the mitigating controls in place for each of these risks.

As part of the Internal Audit function's work programme, it reviews the bribery and corruption registers of each business unit in addition to gifts, entertainment and expenses reports.

### Customer-related ethics and governance

Hunting's strong customer relationships are reinforced by our commitment to ethical conduct and transparency in all business dealings.

We provide all major customers with our Code of Conduct, which sets out our principles for integrity and openness.

Due diligence is carried out on all new customers to ensure compliance with international trade and sanctions legislation. Where appropriate, we request end-user declarations to confirm that Hunting's products do not breach trading restrictions or sanctions requirements.

In addition, the Group maintains strict entertainment and hospitality approval policies, supporting our pledge to uphold the highest ethical standards.

## Business Model continued

**Our suppliers**

The Group's ability to deliver highly trusted and innovative products for our customers depends on a resilient and well-managed supply chain.

To ensure continuity and reliability, critical materials are never sourced from a single supplier, providing assurance that Hunting can consistently meet customer needs.

We regularly review long lead-time material supplies to maintain competitive market pricing and work closely with a diverse network of suppliers through ongoing two-way dialogue on quality expectations.

Our supply chain managers frequently visit supplier facilities to assess procedures, including quality assurance, health and safety performance, and employment practices.

For new suppliers, particularly those providing key components, first article inspection procedures are implemented before orders are placed to confirm compliance with quality and delivery standards.

The Company complies with the UK Reporting on Payment Practices and Performance (Amendment) Regulations 2024. Under these regulations, qualifying UK companies within the Group are required to publish information on their payment terms and practices on a six-monthly basis. The Company remains committed to paying suppliers in accordance with agreed payment terms and to engaging promptly where any disputes arise, in order to minimise potential disruption to the supply chain.

**Supplier-related ethics and governance**

As with the Group's customer base, Hunting completes due diligence on its supplier base and communicates its ethics policies and expectations to its major suppliers through its Supplier Code of Conduct, which was updated to reflect evolving best practices following the update to the Code of Conduct during the year.

**Board engagement and decision making – customers and suppliers**

In parallel with the commercial dialogue and engagement undertaken by our leadership teams with our customers, the Board of Hunting, in support of its statutory stakeholder duty, has approved the development of the Group's strategy by reviewing and approving capital investment projects that directly support future customer needs. The Board approved these capital investments, either as part of the approval of the Strategic Plan or Annual Budget process.

Board approvals are also required for contracts over a certain monetary value, such as with the KOC orders completed in the year.

In each case, the Board was satisfied that there was good alignment between the final capital allocation and the Board's consideration of customer matters.

The Board, through the work of the Ethics and Sustainability Committee, reviews the Group's supply chain risk profile and reviews engagement reports on the Group's dialogue with suppliers. This leads to discussion and challenge by the Directors.

During the year, the Chief Executive and Finance Director attended ADIPEC, which enabled them to interact with both major customers and suppliers.



For further reporting on our approach to business ethics, see pages 61 and 63.

## Business Model continued



## Environment and climate

Carbon and climate matters are important areas of the Board's discussions, which has led to the introduction of strong governance and reporting initiatives in recent years that will support Hunting's commitment to these issues for the long term. In March 2025, Hunting announced a new carbon intensity factor ambition whereby the Company will now target a factor of 20kg of CO<sub>2</sub>e/\$k of revenue or less by 2030 (based on Hunting's scope 1 and 2 emissions only).

The Directors are mindful that all commitments made by the Group should remain proportionate to the size and profile of our operations, but also to protect our earnings and shareholder returns, which form the basis of our investment case.

In 2025, the Group collected a full scope 1, 2 and 3 carbon emissions data set, encompassing all five operating segments. The Group also continues to migrate its primary and secondary energy sources to lower carbon sources, with the Group targeting the purchase of 50% of its electricity requirements from renewable sources by 2030.

### Group climate policy and commitment to the Paris Accords

The Board has committed to the principles published in the 2015 Paris Agreement, which aims to limit the increase in global temperatures. The Group's Climate Policy can be found at [www.huntingplc.com](http://www.huntingplc.com).

### Annual greenhouse gas emissions

To monitor the impact of Hunting's operations on the environment, and in compliance with UK Company Law, the Group collates greenhouse gas ("GHG") data in accordance with the principles of the Kyoto Protocol and the methodologies published by the World Resources Institute. Hunting is committed to addressing environmental issues and embedding a low carbon culture within our Company. New facilities, such as the Dubai facility commissioned in the year, take into account environmental impact considerations, including protection from extreme weather events, such as windstorms and flooding. The Company discloses the breakdown of its GHG emissions to enable stakeholders to understand the overall mix of emissions and the likely areas of emissions reduction, as the Group continues to evolve its initiatives to contain and reduce its carbon footprint.

The Company has a process to independently assure its scope 1 and 2 data, with a view to assuring its scope 3 data ahead of setting science-based targets in the near future. The Group submits its GHG data to the Carbon Disclosure Project, which is available at [www.cdp.net](http://www.cdp.net).

### Board engagement and decision making – environment

The Board continued to oversee the development of carbon and climate initiatives in the year. Through the work of the Ethics and Sustainability Committee, the Group monitors all emissions and climate-related disclosures, including compliance with the Company's TCFD and SASB reporting, and has agreed a roadmap to enhance the Group's external reporting of this area.

Tonnes CO <sub>2</sub> e	2025*	2024	2019 (baseline year)
<b>Scope 1</b>			
Fuel consumption, including natural gas	3,366	2,046	4,128
Vehicle fuel consumption	1,788	1,584	2,972
Air-conditioning	988	n/a	n/a
<b>Total scope 1</b>	<b>6,142</b>	3,630	7,100
<b>Scope 2</b>			
Electricity consumption	17,064	18,603	28,774
<b>Total scope 1 and 2</b>	<b>23,206</b>	22,233	35,874
<b>Scope 3</b>			
Scope 3	451,688	534,835	n/a
<b>Total scope 1, 2 and 3</b>	<b>474,894</b>	557,068	n/a

Intensity Factor #	2025	2024	2019 (baseline year)
Scope 1 and 2 emissions – tonnes	23,206	22,233	35,874
Revenue – \$m	1,018.8	1,048.9	960.0
<b>Intensity factor</b>	<b>22.8</b>	21.2	26.8

\* 2025 scope 3 emissions were extrapolated using data from all five of Hunting's operating segments, and pro-rated from data which was for the nine months to 30 September 2025.

The data reported and the carbon dioxide conversion factors used to report the Group's carbon footprint are based on those published by the UK government and the International Energy Agency. For further information on Hunting's climate, ESG and wider sustainability efforts, please see pages 56 to 86.

## Business Model continued

**Governments**

Hunting's global footprint spans nine countries, requiring close interaction with local regulators, governments, and tax authorities to maintain strong business standing. Hunting seeks to ensure full compliance with all applicable laws and regulations in the countries in which we are located.

As a UK-listed public company, our primary regulator is the Financial Conduct Authority ("FCA"). The relationship with the FCA is actively managed with support from our brokers and legal advisers whenever relevant matters arise.

Each business unit must establish and enforce effective compliance procedures and maintain strong relationships with local tax and legal authorities.

Recognising the sensitivity of government interactions and the associated bribery risks, the Group enforces robust internal procedures, including identifying government-owned customers and suppliers. All external-facing employees receive training on our anti-bribery and corruption policies to ensure compliance and that we uphold the highest ethical standards.

**Tax strategy**

Hunting operates in a global environment and is committed to acting with integrity, transparency, and paying the right amount of tax at the right time. Our tax strategy is to fully comply with all applicable tax laws, regulations, and disclosure requirements in every jurisdiction where we operate.

Where areas of significant complexity, uncertainty, or materiality arise, Hunting engages reputable professional firms to ensure compliance and uphold best practice. We maintain honest, timely, and respectful relationships with tax authorities, working collaboratively to resolve any disputes.

Hunting has a zero-tolerance approach to tax evasion and the facilitation of tax evasion. This commitment is reinforced through mandatory Code of Conduct training, which includes modules designed to help employees understand risks and procedures related to tax compliance.

**Board engagement and decision making – governments**

The Group's tax governance is managed as follows:

- The Board reviews Hunting's tax strategy and policies on an ongoing basis, with regular updates on the tax position provided at each Board meeting by either the Finance Director or Group Head of Tax;
- As part of the work of the Audit and Risk Committee, tax matters are also monitored. Further details can be found in the Audit and Risk Committee Report on pages 144 to 150;
- Day-to-day matters are delegated to Hunting's Group Head of Tax and a small team of in-house tax professionals who hold a combination of accounting and tax qualifications;
- The local financial controllers, supported by their finance and operational teams, are responsible for managing their operational taxes in line with local laws and regulations alongside the Group's tax governance and tax policies. They are supported by the Group's central tax team and local advisers, as required;
- An annual review of our tax policies form part of our internal Group Manual review procedures; and
- Ongoing monitoring of tax legislation that will impact us, including engaging specialist advisers when appropriate.

Business Model continued



**Communities**

The Board encourages community-focused initiatives, with the Executive Committee responsible for identifying local activities and projects to support. This delegation allows regional cultural practices to be considered.

A number of the Group’s businesses undertake intern programmes whereby students at local colleges and universities work within the Company.

Local community sponsorships or charitable donations are encouraged, following approval by a member of the Board or Executive Committee.

Most businesses within the Group host “Open House” days at facilities to allow customers, suppliers, employees’ families, and other members of the local community to visit our operations.

Community initiatives are regularly reported in the Group’s magazine, the “Hunting Review”, which profiles the Group’s operations, employees, and community work.



For further reporting on community engagement, see page 70.

**Charitable donations and community sponsorships**

**\$62k**  
(2024 – \$70k)

**Board engagement and decision making – communities**

The Board has a policy whereby unclaimed dividends returned to the Company from its registrar are donated to UK charities, with a small committee, led by the Finance Director, agreeing the beneficiaries of the charitable donations.



# ESG and Sustainability

**At Hunting, our dedication to operating responsibly, ethically, and sustainably remains central to creating long-term value.**

These core principles are actively embedded in our strategy and culture by our leadership. We continue to prioritise meaningful and transparent disclosures, further enhancing our ESG-related reporting procedures. This ongoing work ensures we align with evolving disclosure regulations, industry standards, and the crucial information needs of all our stakeholders.

In 2025, to begin our journey to align with ISSB and UK SRS requirements, we carried out a double materiality assessment. This process allowed us to engage with internal and external stakeholders and understand our material and financial sustainability risks and opportunities.



**Our engineering expertise is vital in navigating the energy transition and revenue diversification plans while ensuring operational excellence in all of our end-markets. By focusing on issues such as health and safety, product quality and climate mitigation, we are contributing towards a more resilient future.**

**Jim Johnson**  
Chief Executive

## At a glance

### Prioritising safety and good governance

**2**  
Ethics and Sustainability Committee met twice in 2025 (2024 – twice)

**1**  
contractor fatality in 2025 (2024 – zero)

**19**  
recordable incidents (2024 – 25)

**68%**  
of facilities are accredited with ISO 14001:2015 (2024 – 68%)

**2.78**  
near-miss frequency rate for employees (2024 – 3.15)

### Climate and environment

**6,142**  
tonnes scope 1 CO<sub>2</sub>e emissions (2024 – 3,630 tonnes CO<sub>2</sub>e)

**17,064**  
tonnes scope 2 CO<sub>2</sub>e emissions (2024 – 18,603 tonnes CO<sub>2</sub>e)

**451,688**  
tonnes scope 3 CO<sub>2</sub>e emissions (2024 – 534,835 tonnes CO<sub>2</sub>e)

**76%**  
of our facilities are compliant with ISO 9001:2015 (2024 – 76%)

### Making a positive contribution to society

**50%**  
of the Board are women as of 5 March 2026 (6 March 2025 – 50%)

**23%**  
of entire workforce are women (2024 – 25%)

**3.8:1**  
ratio of engaged to not-engaged employees (2023 – 3.5:1)

**11.4%**  
voluntary turnover rate (2024 – 10.3%)

**\$62k**  
charitable donations (2024 – \$70k)

### Aligning to external frameworks

To continually drive improvements, we believe it is important to benchmark our sustainability progress against external rating agencies.



Every year we submit our relevant data to the Carbon Disclosure Project. This can be reviewed at [www.cdp.net](http://www.cdp.net).



We report in line with the SASB Oil & Gas – Services and Industrial Machinery & Goods standards. Our SASB content index can be found on pages 72 and 73.

### Sustainability assurance

The Group assures a number of ESG-related data points, including QAHSE and Scope 1 and 2 data, with our 2024 Scope 1 and 2 carbon emissions data assessed during the year against the ISO 14064-3 standard, with improvements to our air-conditioning data collection being introduced in 2025.

ESG and Sustainability continued

## Our sustainability strategy



**Prioritising safety and good governance**

**Maintaining a zero-harm culture and the highest standards for quality-assured products, underpinned by strong ethical governance and transparent business practices.**

### Health and safety

Ensuring the highest health and safety standards for all workers through robust management systems and training.

### Strong ethical governance

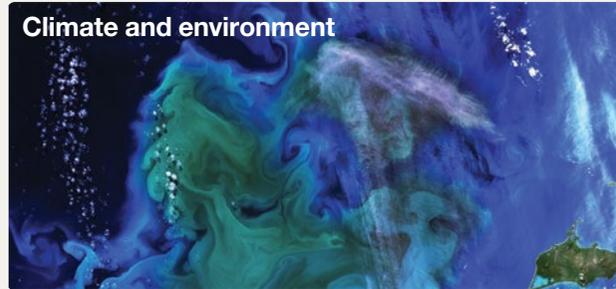
Maintaining effective leadership, ethical governance, and transparency to ensure accountability and build stakeholder trust.

### Cyber security

Employing robust cyber security measures to protect digital assets, proprietary data, and ensure operational continuity.

### Quality assurance of products

Developing innovative, high-quality products to meet customer needs and ensure safety of operation in the field.



**Climate and environment**

**Minimising our environmental impact by driving energy efficiency, protecting biodiversity, and developing sustainable products to support a lower carbon world.**

### Climate change

Addressing climate change impacts through operational resilience and sustainable energy technologies.

### Energy use and GHG emissions

Maximising energy efficiency and exploring low-carbon solutions to reduce GHG emissions and environmental impact.

### Protecting biodiversity

Minimising environmental impact through sustainable design and supporting customer biodiversity protection efforts.

### Sustainable products

Manufacturing products and technologies that lower environmental impact and support the longer-term energy transition to a lower carbon world.



**Making a positive contribution to society**

**Investing in employee development, while fostering positive, long-lasting relationships with customers, suppliers, and the communities in which Hunting operates.**

### Employee development

Attracting and retaining diverse talent through comprehensive development, training, and well-being initiatives.

### Supplier engagement

Engaging suppliers on processes and emissions to ensure responsible sourcing and high ESG standards.

### Community engagement

Building positive local community relationships through meaningful consultation to maintain the social license to operate.



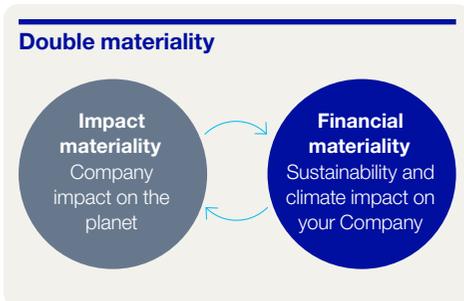
ESG and Sustainability continued

**We recognise that robust sustainability reporting demands a strong alignment between financial and environmental opportunities and risks.**

Therefore, this year we updated our double materiality assessment, which considers both the impact of Hunting’s business operations on its stakeholders and the planet, and whether these external sustainability issues could have a financial impact on Hunting’s business.

The sustainability information and double materiality assessment have been prepared on a consolidated basis, with the scope of this being the same as the financial statements.

All identified issues have been deemed material from either an impact perspective, a financial perspective, or both. This dual-lens assessment helps us to create a holistic and impactful strategy to address our most material issues.



**Our materiality process comprised the following steps:**

**Peer and regulatory review**

An assessment of relevant peers and their approach to sustainability; rating agencies and their requirements; as well as the wider regulatory landscape.

**Stakeholder engagement**

Interviews and surveys with key internal and external stakeholders to review the material issues and identify impacts, risks and opportunities.

**Significance scoring**

The final scoring of the material issues, impacts, risks and opportunities to determine which issues remain material to Hunting.

01

02

03

ESG and Sustainability continued

**Our material issues**

**A. Climate change**

Addressing climate change impacts through operational resilience and innovation in sustainable technologies for the energy sector.

**B. Sustainable products, innovation and manufacturing**

Developing innovative, high-quality products meeting customer needs while using materials efficiently and minimising environmental impact, and maximising chemical and water recycling. We support and supply products that lower the environmental impact of the oil and gas sector, and we have developed products which support the energy transition, particularly in geothermal, offshore wind and carbon capture end-markets.

**C. Quality assurance of products**

Developing innovative, high-quality products meeting customer needs to ensure safety of operation in the field.

**D. Energy use and GHG emissions**

Managing energy consumption and greenhouse gas emissions from operations by exploring low-carbon solutions to maximise our energy efficiency and reducing our operational environmental impact.

**E. Cyber security**

Protecting digital infrastructure, proprietary technology, and sensitive data from cyber threats through robust security measures to maintain operational continuity and confidentiality.

**F. Strong, ethical governance**

Maintaining effective board leadership and corporate governance structures, ensuring strategic direction, risk oversight, and stakeholder accountability with integrity and transparency to create stakeholder trust.

**G. Health and safety**

Ensuring the highest occupational health and safety standards across all our operations to protect workers and contractors through strong safety management systems and training.

**H. Supplier engagement on processes and emissions**

Managing environmental and social impacts across the supply chain, from raw material extraction through to manufacturing by implementing robust due diligence processes, tracking supplier emissions, minimising biodiversity impacts, and ensuring ethical practices that meet stakeholder expectations.

**I. Employee development**

Creating a workplace that attracts and retains diverse talent through comprehensive development and training opportunities, supported by health programmes, and diversity initiatives to ensure a diverse talent pool, safe from modern slavery.

**Materiality matrix**



ESG and Sustainability continued

# Prioritising safety and good governance

## Our commitments

- To demonstrate Board-level ownership and accountability for sustainability issues
- To set and deliver long-term sustainability goals
- To link key ESG metrics to the remuneration of the senior leadership team
- To foster mutually beneficial partnerships

## Material issues

- Health and safety
- Strong, ethical governance
- Cyber security
- Quality assurance of products

## How we made progress on our commitments in 2025

- Zero employee fatalities
- One contractor fatality
- 19 total recordable incidents – employees
- 0.75 total recordable incident rate – employees
- 72 total near miss incidents
- 2.86 total near-miss frequency rate
- 7 total lost time incidents
- 6 total vehicle incidents
- Zero HSE fines
- 52,130 total HSE training hours

**Our commitment to good governance means that we believe in fostering mutually beneficial partnerships that keep people safe and create ethical conduct within our business and across our supply chain.**

**In this section, we will outline how we strive for operational excellence through our strong governance, business ethics, and commitment to health and safety.**

## ESG and Sustainability continued

**Our commitment to being an ethical business**

The Hunting PLC Code of Conduct (the “Code of Conduct”) is fundamental to how we operate, detailing the policies and procedures that govern our business conduct, internally, externally, and in our key relationships.

The Code of Conduct sets out essential operating guidelines and our core ethics policies, including robust anti-bribery and corruption and modern slavery procedures, which are reinforced by a parallel training framework designed to ensure relevant and broad-based education, awareness, and strong compliance across the Group.

All employees and business partners receive the Code of Conduct and are expected to adhere to it. To continuously strengthen this culture, each year all employees must complete Code of Conduct training. This course covers all aspects of our ethical policies, conduct and any other key issues.

**A zero-tolerance approach to anti-bribery and corruption**

We are committed to conducting our business in a transparent and fair manner, globally. This commitment is underpinned by robust, Group-wide anti-bribery policies and training programmes.

The Directors mandate a zero-tolerance policy towards bribery, which expressly prohibits the use of facilitation payments in any form and requires all interactions with public officials to be conducted with complete transparency.

This foundational policy is strictly adhered to, and we are pleased to confirm that the Group incurred no bribery-related fines during the year.

Furthermore, to maintain independence and focus, it remains Group policy not to make any political donations.

As part of the mandatory Code of Conduct training (see page 21), an additional training module for higher-risk employees is mandated on anti-bribery and corruption matters.

**Prioritising health and safety**

Our Health, Safety, and Environment (“HSE”) agenda is consistently driven by the foundational goals of “No Accidents, No Harm to People”, and “No Damage to the Environment.” These objectives guide our pursuit of consistently high performance standards.

We work to ensure there are no fatalities, and we aim for our employee total recordable incident rate to be less than 2.0, with each local business required to develop bespoke health and safety policies to suit their specific environment.

Our rigorous HSE policy is not merely aspirational; it actively directs our operations and embeds a culture where safety comes first.

We place significant emphasis on actively ingraining best practice as part of our culture and deploying rigorous health and safety management practices across all our activities to meet legal requirements as a minimum.

Our approach to Health and Safety includes:

- Regular audit and maintenance reviews of facilities;
- Appropriate training and education of all staff;
- Accreditation and alignment of long-standing internal programmes with internationally recognised standards; and
- Regular reporting to the Board and to the Ethics and Sustainability Committee.

Health and safety reports are received by the Directors four times a year, with a deep dive completed by the Ethics and Sustainability Committee twice a year.

Every HSE incident is rigorously investigated, and immediate rectification processes are implemented. The resulting learnings are quickly integrated into safety training sessions, including the mandatory weekly “Tool Box” talks attended by all shop-floor personnel, where key HSE messages are consistently reinforced. We place strong emphasis on a culture of continuous improvement derived directly from incident analysis.

Our Group Health, Safety and Environmental Global Manual is accredited to ISO 14001 (Environmental Management) and compiled in accordance with ISO 45001 (Occupational Health and Safety). This manual defines strict requirements for training, protective equipment, and high-risk procedures. As a minimum, we comply with local regulatory requirements, but we strive for performance excellence through tailored local health and safety policies. To verify both regulatory compliance and adherence to our internal standards, we regularly complete detailed on-site testing for climate, noise, and air quality at our operations.

At Hunting we are committed to continuous improvements and prioritising the safety of everyone across our operations.

However, sadly, this year we did suffer one contractor fatality in the Group within our China operations. A fully-trained contractor entered an off-limits area during production, suffering an impact injury. The contractor was taken to hospital for treatment and following a medical procedure contracted an infection which led to him passing away.

A detailed investigation and root cause analysis of this incident was completed in H2 2025 with the Directors receiving reports from the Director of QAHSE. Modifications to our production procedures have been introduced and rolled out across the Group as a consequence of this analysis. With no employee fatalities recorded in the year, the total number of fatalities in the year was one (2024 – nil).

Our overall safety performance is measured by our total recordable incident rate, which we target to be less than 2.0. This was achieved in 2025, with an improvement in the measure from last year. The number of employee recordable incidents in 2025 decreased to 19 (2024 – 25), the total recordable incident rate also decreased to 0.75 (2024 – 0.93). Hunting remains significantly below the industry average of 4.0, as published by the Bureau of Labor Statistics in the US. The total recordable incident rate is one of the non-financial performance conditions of the Strategic Scorecard portion of the HPSP awards granted to senior employees and the executive Directors, see page 139.

Employee near-miss incidents fell in 2025 from 106 in 2024 to 70, which translates into a near-miss frequency rate of 2.78 (2024 – 3.15). Contractor near-miss incidents decreased to two in 2025, compared to three in 2024, recording a contractor near-miss frequency rate of 0.08 (2024 – 0.11). Therefore, total near-miss incidents were 72 (2024 – 88), with a total near-miss frequency rate of 2.86 (2024 – 3.27).

There were six employee (2024 – seven) lost time incidents, equating to 359 employee lost time days (2024 – 214 days), or an employee lost time incident rate of 0.24 (2024 – 0.26). There was one (2024 – nil) contractor lost time incident in the year, leading to a total of seven for the Group (2024 – seven).

ESG and Sustainability continued

In the year, Hunting recorded six (2024 – four) employee and no contractor vehicle incidents in 2025, therefore the total for the year was six (2024 – four).

With the restructuring and closure of facilities in Europe, our total number of hours worked decreased from 5.4m hours in 2024 to 5.0m hours during the year. The average number of employees decreased by 5% in the year, as part of the EMEA restructuring completed and reduction-in-force programmes, which were carried out in businesses such as Electronics, with a year-end employee count of 2,246 compared to 2,367 at 31 December 2024.

**Total near-miss frequency rate**  
#

2025	2.78
2024	3.15
2023	2.69

Source: Company

**Total recordable incident rate**  
#

2025	0.75
2024	0.93
2023	0.91

Source: Company

In the year, the Group incurred no HSE fines nor did it pay any fines (2024 – 1 fine/\$9k).

**Health and safety training**

We maintain a fully embedded health and safety training curriculum for all employees, with an on-boarding programme for new employees. Our training hours saw a decrease from 68,834 in 2024 to 52,130 this year, which is an average of 23 hours per employee. This reduction is predominantly due to the reduction in the number of hours worked, noted above, and also the reduction to the Group’s workforce within the Hunting Titan, North America and EMEA operating segments.

All Health and Safety compliance, training, communication and reporting activities are now captured seamlessly within the Group’s internal HSE Management System, OnBase. This single application enhances regulatory compliance and process consistency across all global operations.

**Protecting our data and mitigating cyber threats**

In an era of sophisticated, globally connected IT infrastructure, we recognise the inherent increase in our cyber risk profile and vulnerability to evolving threats.

We view ourselves as custodians of critical data for our employees, customers, and suppliers, and protecting this information is essential to maintaining trust. Our approach is, therefore, proactive and precautionary.

To actively mitigate these risks, we employ robust processes and procedures to safeguard our systems from attack, including a cyber attack, arranged by a third-party consultant, to test the Group’s procedures and response.

In early 2026 our cyber resilience was tested with penetration tests being completed by an external consultant.

Our commitment to cyber awareness is reflected in training, with 1,371 computer-access employees completing a number of mandatory courses in the year.

Governance of cyber security is managed by the Chief IT Officer, who oversees all IT policies, systems, and training. This role ensures strong oversight, with progress reported quarterly to the Executive Committee and annually to the Directors.

Furthermore, we strategically mitigate supply chain risk by engaging exclusively with Tier 1 suppliers.

**Upholding integrity and human rights**

We maintain an unwavering commitment to upholding the fundamental human rights of all our stakeholders. This commitment is realised through our actionable principles:

- Providing a safe and supportive working environment for all employees and contractors;
- Respecting individual rights with a zero-tolerance approach to any form of discrimination, harassment, or bullying;
- Investing in training and development programmes for our global workforce;
- Respecting and upholding the right to engage in collective bargaining, where applicable; and
- Acting with integrity, honesty and transparency in all dealings with our workforce and any third party in contact with, or reliant, on our business.

Crucially, we maintain a zero-tolerance stance on slavery and trafficking, a standard we rigorously expect from all our business and trading partners.

Our compliance with these core corporate regulations is demonstrated through foundational documents, including our Ethical Employment and Trading Policy, our detailed Modern Slavery and Human Trafficking Transparency Statement, and our comprehensive Ethics Reporting Procedures.

As part of the mandatory Code of Conduct training (see page 21), a module on Human Rights is included.

**Whistleblowing governance**

The Board has established robust procedures whereby employees can raise concerns in confidence by contacting the Company Chair or Senior Independent Director.

We also use an independent, third-party whistleblowing service operated by SafeCall. Information on SafeCall is available across staff noticeboards and within Hunting’s internal magazine, the ‘Hunting Review.’ The Group received two whistleblowing reports in the year (2024 – three reports), through the SafeCall system.

All whistleblowing reports related to HR matters, are investigated and resolved by Hunting’s Chief HR Officer. All reports are reviewed by the Senior Independent Director, with a summary also reported to the Board, via the Ethics and Sustainability Committee.

**Whistleblowing reports**  
#

2025	2
2024	3
2023	6

Source: Company

ESG and Sustainability continued

**Our approach to eliminating modern slavery**

The ethical imperative to protect our workforce from modern slavery and human trafficking is a key pillar to our Human Resources strategy. To ensure this commitment is realised, we maintain a system of rigorous, embedded controls across the Group. These controls include mandatory reviews of all employment documentation to proactively eliminate any potential for forced labour, alongside protocols that guarantee employee compensation is paid directly to the individual. Awareness is reinforced through our Code of Conduct training, which contains a dedicated module focused on identifying risk indicators and detailing appropriate reporting procedures. The overall enforcement of anti-bribery and modern slavery compliance is managed by the Group’s centralised compliance function, ensuring robust, high-level oversight under the direction of the Company Secretary. Our Modern Slavery statement can be found on our website (www.huntingplc.com).

**Our commitment to product quality**

Our Quality Management System (“QMS”) stands as the essential governance framework underpinning every aspect of our business. We enforce Group-level minimum requirements globally while supplementing these with specific, tailored quality measures across all manufacturing sites and product lines.

**Internal manufacturing reject rate**  
%

2025	0.20
2024	0.31
2023	0.20

Source: Company

The QMS dictates how we control and assure every stage of a product’s life cycle. Its comprehensive scope encompasses:

- Detailed procedure specifications and defined work processes;
- Clear accountability through precise job descriptions; and
- Control over the entire product journey, spanning initial risk assessment, engineering changes, product design, and final delivery.

Crucially, every single product is logged, tracked, and its complete journey is auditable, ensuring total accountability and transparency for our customers.

The Group’s internal manufacturing reject rate was 0.20% (2024 – 0.31%) and the percentage of goods shipped that were returned by customers was 0.0021% (2024 – 0.0006%).

The Group’s internal manufacturing reject rate is one of the non-financial performance conditions of the Strategic Scorecard portion of the HPSP awards granted to senior employees and the executive Directors, see page 139.

**Leveraging technology and innovation**

While we command a wide range of existing technologies, accelerated technology development remains a vital foundation of Hunting’s business strategy.

Recognising that market success relies on collaboration, we prioritise strategic partnerships to drive innovation and speed commercialisation. This collaborative approach ensures that our innovations are informed by real-world demand, improving time-to-market and reinforcing Hunting’s role as a trusted provider of advanced, resilient and future-ready technologies.

The Hunting TEK-HUB™ best exemplifies our commitment to co-development. This innovative company-customer partnership actively seeks external expertise, attracting individuals and companies to accelerate the commercialisation of new technologies.

Complementing this, we maintain crucial strategic alliances such as those with Jiuli and Jindal-SAW.

**Rejected parts shipped rate**  
%

2025	0.0021
2024	0.0006
2023	0.0006

Source: Company

**Delivering mutual benefits**

By collaborating directly with technology developers, we secure a range of benefits:

- Accelerated delivery: significantly reducing time-frames for bringing technologies from concept to market and field deployment.
- Resource efficiency: avoiding duplication of effort, which yields measurable savings in financial, time, and opportunity costs, while also generating energy and CO<sub>2</sub> efficiencies. This frees internal resources to focus on new, complex challenges.

For our partners, the value of aligning with Hunting is substantial, offering immediate access to critical capital, a robust international presence, and an established, extensive customer base.

**Export sanctions compliance**

Given the heightened complexity and geopolitical volatility of international trade, we have significantly enhanced our trade compliance programme.

This proactive strategy addresses the increasing risk of goods diversion, especially for dual-use products like our perforating systems, to higher-risk regions or entities.

Our enhancements include intensified due diligence for customers and suppliers, mandatory end-user declarations and export checks, and improved internal awareness training.

Fundamentally, Hunting operates a zero-tolerance approach to sanctions risk. We constantly monitor and align with the latest regulations from the EU, UK, and US, ensuring absolute compliance.

To reinforce this control, we engage third-party legal experts to review key contracts and tenders specifically for sanctions exposure.

**Group revenue derived from the 20 lowest ranked countries published within Transparency International’s Corruption Perception Index**

0.08% (\$0.8m)  
(2024 – 0.3% / \$3.4m)

Source: Company

ESG and Sustainability continued

# Climate and environment

## Our commitments

- Managing our environmental performance and mitigating our impacts

## Material issues

- Climate change
- Energy use and GHG emissions
- Biodiversity

## How we made progress on our commitments in 2025

- Zero significant or non-significant non-compliance environmental incidents
- Zero environmental fines
- 474,894 scope 1, 2 and 3 emissions
- 22.8 CO<sub>2</sub>e intensity factor
- 93,000 m<sup>3</sup> water consumption
- 4,047 tonnes metal recycling
- 55 tonnes wood recycling
- 18 tonnes plastic recycling

Acknowledging our role in the energy transition, Hunting is committed to the principles of the 2015 Paris Agreement and the 1.5 °C trajectory.

We aim to be a highly trusted innovator, creating products that deliver sustainable value while increasing revenue diversification, and reinforcing transparent, TCFD-aligned climate governance to build resilience and investor transparency.

## ESG and Sustainability continued

**Our approach to climate action**

We formally endorse a science-based approach to climate action, recognising our role in mitigating global impact. The Board supports the principles of 2015 Paris Agreement, specifically supporting the goal of limiting global warming to 1.5 °C. This alignment is reinforced by our strengthened Climate Policy, updated in January 2023 and our undertaking of a double materiality assessment this year.

Protecting biodiversity has been identified as a material issue for the Group and is considered alongside climate-related matters within the Climate and Environment section. The Group's approach to reducing greenhouse gas emissions, improving resource efficiency and managing water and waste supports the minimisation of environmental impacts on local ecosystems. Further detail on site level environmental management practices is set out elsewhere in this section.

We are actively exploring lower-carbon products and services. We are firmly committed to pursuing energy transition opportunities and significantly increasing our revenue diversification through non-oil and gas sales. This shift is integral to our long-term value creation and resilience.

Our governance framework is robust and transparent. We have progressed our reporting initiatives in line with the Task Force on Climate-related Financial Disclosures ("TCFD"), with these disclosures also complying with the UK's Climate-related Financial Disclosures ("UKCFD"). This structure allows us to actively manage our climate-related risks and opportunities across short-, medium-, and long-term horizons, driving us to set and achieve tangible emissions reduction targets.

**Innovating to create sustainable products**

Hunting's purpose is to be a highly trusted innovator and manufacturer of technology and products that create sustainable value. Our customers require us to not only meet their current demands but to actively pre-empt their future needs with solutions that are inherently reliable and sustainable. Sustaining this cycle of innovation and trust demands an unwavering delivery of strongly quality-assured products.

Our customer engagement strategy is built on the strategic application of our core competencies in systems manufacture, precision engineering and print-part manufacturing.

This targeted approach ensures we consistently deliver high-impact solutions, securing our leadership in existing markets while effectively driving expansion into new sectors.

**Measuring our scope 1 and 2 emissions**

We are committed to reducing our operational emissions. Our goal is to publish a Group Net Zero plan by 2027.

To reduce our scope 1 and 2 emissions effectively, we aim to improve our operational efficiency and increase our use of renewable energy.

**Improving our operational energy efficiency**

Our energy efficiency is continually improved by:

- Making our production and manufacturing more efficient. We have achieved this through automation and by including zero-emission vehicles across production sites and updating equipment.
- Building new facilities that incorporate energy efficiency measures or enhancing existing facilities by adding solar panels, such as the Dubai facility commissioned in the year.

- Closing facilities. During the year, we closed the Netherlands and Norway facilities, as these were no longer viable or efficient facilities that supported our long-term priorities.

To date, our progress has been considerable:

- In 2022, the Board approved targets to purchase 50% of our energy from renewable sources by the end of the decade and to reduce our GHG emissions by 50% by 2030, from levels reported in 2019, the baseline year. This equates to a target of 17,937 tonnes in total scope 1 and 2 emissions by the end of the decade;
- In March 2025, the Group announced its revised ambition to drive the carbon intensity factor to 20 or less (calculated as total scope 1 and 2 emissions divided by revenue);
- In 2023, we assured our 2022 scope 1 and 2 GHG emissions data using S&P Global;
- In 2024, we appointed the Carbon Trust to assess our scope 1 and scope 2 GHG emissions data. Carbon Trust will conduct independent verification of the Group's 2025 carbon data in accordance with ISO 14064-3, a recognised standard used by independent verifiers to assess the accuracy, completeness, consistency and credibility of greenhouse gas information; and
- Scope 3 GHG emission inventories reporting for 2025 was extended to all of the Group's operating segments.

**Highlights across our sites**

In 2025, Hunting reshaped and optimised its global operating footprint, maintaining agility and strengthening its long-term strategic position. The Company operated from 25 sites across nine countries following targeted consolidation in Europe. This rationalisation was balanced by strategic expansion, most notably the opening of the new Dubai facility, a key hub for well testing, well intervention and future OOR activities.

The Subsea Technologies segment also expanded its footprint from three to five sites through the acquisition of Flexible Engineered Solutions, bolstering Hunting's capabilities in FPSO and subsea applications.

Operational performance across the network remained robust. Asia Pacific sites played a central role in delivering major OCTG orders to Kuwait, while North America's ten operating sites and two distribution centres supported ongoing growth in OCTG demand and further adoption of the TEC-LOCK™ connection family.

The integration of FES created cross-selling opportunities across our Spring, Enpro and Stafford operations, strengthening subsea delivery in the US, UK and other international regions.

Quality performance across the Group remained strong, with millions of components produced globally and exceptionally low reject rates demonstrating the maturity of Hunting's manufacturing systems.

Sustainability, safety and operational governance remained priorities across all sites. The Dubai facility introduced enhanced environmental design features that improve climate resilience and reduce carbon intensity. In line with Hunting's 2030 emissions-reduction goals, the UK operations increased their use of renewable electricity during the year. For the first time, all operating segments contributed full scope 1, 2 and 3 emissions data, marking a significant step forward in the transparency and depth of the Group's ESG reporting framework.

ESG and Sustainability continued

**Carbon data reporting for 2025**

For 2025 we engaged a third party to assist in the data collection and analysis. The following scope 1, 2 and 3 emissions data was collected for all five operating segments up to 30 September 2025, with extrapolated data adopted for the final quarter of the year. A true-up of this data will be reported in our next Annual Report.

**Total purchased electricity  
GWh**

2025	48.2
2024	50.2
2023	49.4

Source: Company

**Renewable electricity purchased  
GWh**

2025	12.6
2024	10.5
2023	11.4

Source: Company

**Total scope 1 and 2 emissions  
tonnes CO<sub>2</sub>e**

2025	23,206
2024	22,233
2023	22,599

Source: Company

**Our scope 1 footprint**

Hunting's scope 1 footprint has seen a material decline since we published our base line year in 2019. Due to facility consolidation and ongoing rationalisation of our businesses, our natural gas usage has declined over time; however, we were able to include emissions from air conditioning for the first time leading to a 2025 scope 1 result of 6,142 tonnes CO<sub>2</sub>e (2024 – 3,630 tonnes CO<sub>2</sub>e).

**Our scope 2 footprint**

In 2025, our total electricity usage was 48.2 GWh (2024 – 50.2 GWh). The 4% decrease in electricity usage was in line with the Group's 3% decrease in revenue in the year. Of the total figure, total renewable electricity purchased was 12.6 GWh, (2024 – 10.5 GWh), or 26% of electricity purchased (2024 – 21%), an increase over 2024. Based on this energy usage, our scope 2 emissions in 2025 were 17,064 tonnes CO<sub>2</sub>e (2024 – 18,603 tonnes CO<sub>2</sub>e).

The data reported and the carbon dioxide conversion factors used to report the Group's carbon footprint, are based on those published by the International Energy Agency, and BEIS and DESNZ in the UK ([www.gov.uk](http://www.gov.uk)).

The Group's total scope 1 and 2 emissions in 2025 were, therefore, 23,206 tonnes CO<sub>2</sub>e (2024 – 22,233 tonnes CO<sub>2</sub>e). This data point is the basis of our intensity factor reported below. The intensity factor is calculated using total scope 1 and scope 2 greenhouse gas emissions, expressed in kilogrammes of CO<sub>2</sub>e, divided by total Group revenue in \$'000.

In the UK, total scope 1 and 2 emissions were 541 tonnes CO<sub>2</sub>e (2024 – 733 tonnes CO<sub>2</sub>e), which decreased due to the reduced activity at the Fordoun facility following the restructuring programme.

**Our scope 3 footprint**

Hunting's scope 3 emissions in 2025 are made up of 12 of the 15 pillars of scope 3 inventories, including: purchased goods and services, product and non-product; fuel and energy-related activities; upstream and downstream transportation and distribution; and employee commuting.

Three pillars were determined not to be relevant to the business profile: upstream leased assets; processing of sold products; and use of sold products.

Emissions from the investments pillar have been included within our scope 1 and 2 emissions and have, therefore, been excluded from the scope 3 reporting.

Based on the above, Hunting's scope 3 emissions for the Group were calculated to be 451,688 tonnes CO<sub>2</sub>e in 2025 (2024 – 534,835 tonnes CO<sub>2</sub>e).

In 2024, the Group's scope 3 emissions were derived from four of Hunting's five operating segments. The scope 3 data for the North America operating segment was extrapolated from the relative proportions of the segment's cost of sales, as this was considered to be a reasonable proxy for materials purchased. Further, the whole data set was extrapolated from nine months of data, up to 12 months.

2025 scope 3 emissions have, therefore, decreased from the prior year due to a reduction in the raw materials purchased in relation to the \$231m KOC orders, which had a large raw material (pillar 1) component.

**Total scope 1, 2 and 3 emissions  
tonnes CO<sub>2</sub>e**

2025	474,894
2024	557,068
2023	375,945

Source: Company

**Carbon intensity**

Hunting's CO<sub>2</sub>e intensity factor is based on total carbon dioxide equivalent emissions divided by Group revenue. In 2025, this was 22.8kg/\$k of revenue (2024 – 21.2kg/\$k of revenue). This data is based on the Group's scope 1 and 2 data only.

Despite the 42% increase in parts manufactured in the year, our scope 1 and 2 GHG emissions increased by 4%, mainly due to the inclusion of emissions data on air conditioning as our data collection improves. The carbon intensity factor increased year-on-year, as scope 1 and 2 emissions increases while revenue for the year was 3% lower.

In March 2025, the Group announced a revised carbon intensity factor target for 2030 of 20kg/\$k of revenue to further encourage a reduction in our emissions.

**CO<sub>2</sub>e intensity factor  
kg/\$k of revenue**

2025	22.8
2024	21.2
2023	24.3

Source: Company

ESG and Sustainability continued

**Carbon pricing**

The Company monitors external carbon pricing given that in the future this may be a path for Hunting to achieve a Net Zero ambition.

The metrics and targets table on page 86 notes the potential cost to the Group should it commence the purchase of carbon credits to mitigate its net carbon footprint. This cost is based on our scope 1 and 2 carbon footprint.

**Moving our business to a lower carbon impact**

Hunting is currently engaged in a long-term business model transformation designed to proactively pursue opportunities within non-oil and gas sectors as well as the emerging low-carbon economy to mitigate climate change risks.

This strategic pivot is already yielding measurable results: non-oil and gas sectors currently contribute \$82.9m, or 8% (2024 – \$75.1m, or 7%), of our total revenue. This revenue diversification is set for steady, continuous growth in the years ahead.

Our efforts to align our business model and strategy with this transition, and to capitalise on the substantial diversification opportunities it presents, are detailed in our approach to climate action on page 65.

Furthermore, integrating environmental impact considerations into the planning for all new facilities is an integral and non-negotiable component of our Group risk management approach.

**Managing our water usage responsibly**

Although Hunting is not categorised as a significant industrial water user, we recognise water as a valuable and often scarce resource in several regions where we operate.

Our supply portfolio includes municipal utility networks and dedicated on-site boreholes. We are proactively committed to three key principles:

- actively reducing freshwater consumption;
- maximising internal water reuse and recycling; and
- rigorously ensuring that no contaminated water is discharged into any source.

Any water contaminated during industrial processes is strictly managed: it is collected and either treated or contained as special waste. Our policy is to recycle the maximum amount possible internally or facilitate external treatment and recycling.

Furthermore, we are acutely mindful of the potential impact of extreme weather events on our facilities. To mitigate risk, we utilise secondary containment measures to capture and treat any site run-off, with the likely impact of severe storms being a core design consideration for all new and planned facilities.

**Water consumption '000 m³**

<b>2025</b>	<b>93</b>
2024	90
2023	92

Source: Company

**Minimising waste and driving efficiency**

Hunting operates with a firm consciousness of the need for responsible raw material stewardship across the entire product life cycle.

Our strategy prioritises optimising the reuse and recycling of materials, minimising consumption and ensuring the ethical disposal of unavoidable waste streams.

Our commitment to a circular economy is realised through action at all sites, where comprehensive recycling programmes are in place to manage metal, wood, and plastics.

While much of our industrial output is characterised by liquid waste streams, we are focused on exploring innovative reuse solutions such as a mechanism to capture and reuse cutting fluids, an action that not only significantly limits this waste stream but also provides demonstrable cost savings.

Where waste streams are unavoidable, we ensure responsible disposal exclusively through appropriately vetted suppliers.

**Metal recycling tonnes**

<b>2025</b>	<b>4,047</b>
2024	3,848
2023	2,827

Source: Company

During the year, Hunting had no environmental or significant environmental non-compliance incidents and did not incur any environmental fines.

**Wood recycling tonnes**

<b>2025</b>	<b>55</b>
2024	85
2023	75

Source: Company

**Plastic recycling tonnes**

<b>2025</b>	<b>18</b>
2024	30
2023	23

Source: Company

**Future-focused goals**

We are setting ambitious precedents across our global network. Notably, our joint venture manufacturing facility in Nashik, India, which produces and supplies pipes, tubes, and premium connections, is actively working toward achieving an entirely waste-free operational status.

**Non-financial Information and Sustainability Statement**

As required by the Companies Act 2006, the Company's Non-financial Information and Sustainability Statement can be found on page 246.

## ESG and Sustainability continued

## Annual energy summary

	Units	2025	2024	2023	2022	2021	2020	2019 baseline year
<b>Energy type</b>								
Scope 1: Natural gas and other fuels – Group	GWh	<b>8.2</b>	7.3	7.2	7.9	8.5	13.7	17.8
Scope 1: Natural gas and other fuels – UK	GWh	<b>0.1</b>	0.9	0.8	0.8	0.9	2.6	4.2
Scope 1: Vehicle consumption and process emissions – Group <sup>i</sup>	tonnes CO <sub>2</sub> e	<b>1,788</b>	1,584	2,132	3,367	2,491	3,338	2,972
Scope 1: Vehicle consumption and process emissions – UK <sup>ii</sup>	tonnes CO <sub>2</sub> e	<b>18</b>	95	76	76	28	34	60
Scope 2: Electricity purchased – Group	GWh	<b>48.2</b>	50.2	49.4	43.4	40.5	48.6	55.7
Scope 2: Electricity purchased – UK	GWh	<b>1.8</b>	1.1	1.7	0.5	1.4	1.4	1.6
Scope 2: Renewable electricity purchased – Group	GWh	<b>12.6</b>	10.5	11.4	8.7	6.5	5.8	2.1
Scope 2: Renewable electricity purchased – UK	GWh	<b>1.6</b>	1.1	1.7	0.5	0.3	0.4	0.5
Scope 3: Pillar 1 – Purchased Goods and Services	tonnes CO <sub>2</sub> e	<b>390,452</b>	492,317	Extrapolated	Extrapolated	n/a	n/a	n/a
Scope 3: Pillar 4 – Upstream Transportation and Distribution	tonnes CO <sub>2</sub> e	<b>28,119</b>	20,811	Extrapolated	Extrapolated	n/a	n/a	n/a
Scope 3: Pillar 3 – Fuel and Energy Related Activities	tonnes CO <sub>2</sub> e	<b>7,786</b>	3,938	Extrapolated	Extrapolated	n/a	n/a	n/a
Scope 3: Pillar 7 – Employee Commuting	tonnes CO <sub>2</sub> e	<b>5,375</b>	2,905	Extrapolated	Extrapolated	n/a	n/a	n/a
Scope 3: Pillar 9 – Downstream Transportation and Distribution	tonnes CO <sub>2</sub> e	<b>4,208</b>	2,584	Extrapolated	Extrapolated	n/a	n/a	n/a
Scope 3: Other pillars	tonnes CO <sub>2</sub> e	<b>15,748</b>	12,280	Extrapolated	Extrapolated	n/a	n/a	n/a
<b>Total scope 3</b>	tonnes CO <sub>2</sub> e	<b>451,688</b>	534,835	353,346	277,143	n/a	n/a	n/a
<b>Greenhouse gas emissions</b>								
Scope 1 <sup>iii</sup>	tonnes CO <sub>2</sub> e	<b>6,142</b>	3,630	4,169	5,778	4,171	6,605	7,100
Scope 2 <sup>iv</sup>	tonnes CO <sub>2</sub> e	<b>17,064</b>	18,603	18,430	16,644	14,688	18,811	28,774
<b>Total scope 1 and 2</b>	tonnes CO <sub>2</sub> e	<b>23,206</b>	22,233	22,599	22,422	18,859	25,416	35,874
Scope 3	tonnes CO <sub>2</sub> e	<b>451,688</b>	534,835	353,346	277,143	n/a	n/a	n/a
<b>Total scope 1, 2 and 3</b>	tonnes CO <sub>2</sub> e	<b>474,894</b>	557,068	375,945	299,565	n/a	n/a	n/a
<b>CO<sub>2</sub>e intensity factor</b> (based on scope 1 and 2 emissions only)	kilograms per \$k revenue	<b>22.8</b>	21.2	24.3	30.9	36.2	40.6	37.4
<b>Water consumption</b>	thousand cubic metres	<b>93</b>	90	92	58	69	257	319

i. Scope 1 Vehicle consumption and process emissions for the Group were 7.4 GWh in 2025. Therefore, total energy consumption was 23.0 GWh in 2025 in relation to scope 1 emissions.

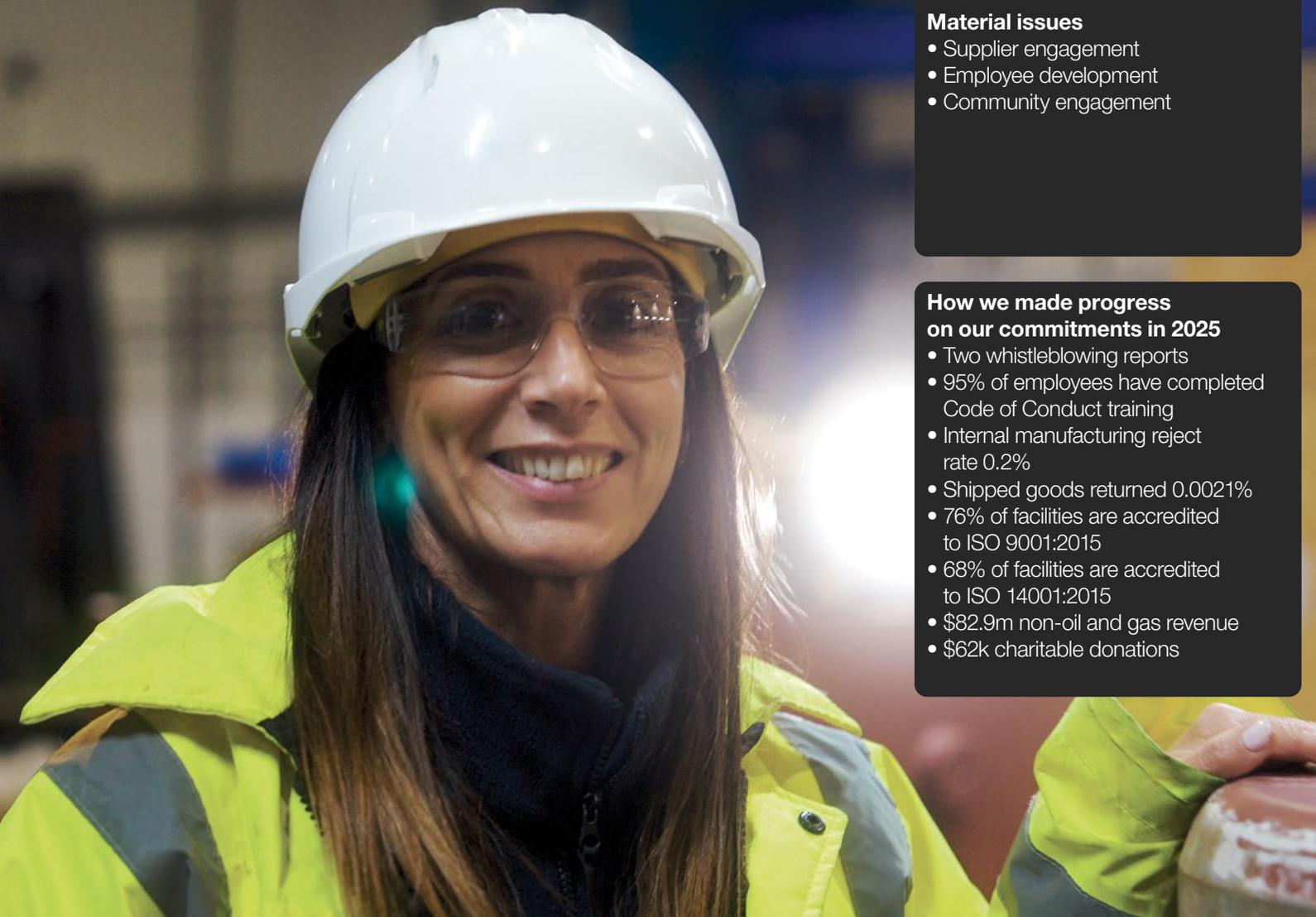
ii. Scope 1 Vehicle consumption and process emissions for the UK were 0.1 GWh in 2025. Therefore, total energy consumption for the UK was 0.7 GWh in 2025 in relation to scope 1 emissions.

iii. Total scope 1 greenhouse gas emissions include UK scope 1 emissions of 216 tonnes CO<sub>2</sub>e (2024 – 498 tonnes CO<sub>2</sub>e).

iv. Total scope 2 greenhouse gas emissions include UK scope 2 emissions of 325 tonnes CO<sub>2</sub>e (2024 – 235 tonnes CO<sub>2</sub>e).

ESG and Sustainability continued

# Making a positive contribution to society



## Our commitments

- Operating safely
- Supporting and developing our people
- Supporting communities around us

## Material issues

- Supplier engagement
- Employee development
- Community engagement

## How we made progress on our commitments in 2025

- Two whistleblowing reports
- 95% of employees have completed Code of Conduct training
- Internal manufacturing reject rate 0.2%
- Shipped goods returned 0.0021%
- 76% of facilities are accredited to ISO 9001:2015
- 68% of facilities are accredited to ISO 14001:2015
- \$82.9m non-oil and gas revenue
- \$62k charitable donations

**Creating a working environment where everyone is respected and can develop is of the highest importance to Hunting.**

**We are committed to looking after our people and engaging with those outside of our direct business operations.**

## Our people

At 31 December 2025, the Group employed 2,246 people across our global operations (2024 – 2,367 people). Of these:

- 35% are employed in our North America operations;
- 23% at Hunting Titan;
- 15% in Asia Pacific;
- 14% at Subsea Technologies;
- 9% in EMEA; and
- 4% in regional headquarters.

Ensuring the safety and overall well-being of every person at Hunting, or anyone associated with our business, is our top priority. We firmly believe that our people are not just essential but are the primary engine driving the development of our business and underpinning the long-term success of the Company.

## Attracting, retaining and developing the best talent

Hunting's long-term reputation and ability to deliver on its strategic objectives rely on the skills, values and commitment of its highly trained workforce. We remain diligent in complying with all regional employment laws, including minimum wage legislation, while continuing to attract and place high-quality candidates in an increasingly competitive global talent market.

## ESG and Sustainability continued

Our focus is on building a workforce that embodies our culture of integrity, safety and excellence, ensuring we are well-positioned to meet the evolving needs of our customers and the wider industry.

We measure retention success through voluntary turnover and employee tenure. In 2025, our voluntary turnover rate rose to 11.4%, up from 10.3% in 2024, indicating a modest increase in attrition despite our continued investment in retention, employee development and cultural enhancement. Hunting maintains workforce stability through competitive pay, comprehensive training and an average employee tenure of nine years, supporting strong productivity, operational continuity and a good safety performance. While these foundations remain robust, the slight turnover increase reflects broader labour-market pressures, particularly within the energy and engineering sectors, where heightened competition for specialised skills continues to influence employee mobility.

Hunting remains deeply committed to the professional advancement of all employees. Our development framework spans general career progression initiatives as well as specialised leadership programmes designed to build future capability across the organisation. In 2025, employees globally were selected to participate in the Energy Workforce and Technology Council training programmes, with additional investment in internal leadership pathways, including the Senior Manager and Executive Leadership Programme and the Mid-Level Operations Leadership Programme. These initiatives strengthen our talent pipeline, reinforce organisational capability and ensure we continue to grow the next generation of Hunting leaders.

**Compensation, benefits and recognition**

We ensure our employees are fairly remunerated through a competitive compensation structure that places base pay well above minimum wage thresholds. We maintain success through a compelling suite of benefits, including healthcare, post-retirement plans, and participation in annual bonus arrangements. We are continuously enhancing our offerings, such as improved maternity and paternity leave.

**Engaging with our employees**

Hunting views a highly engaged workforce as a strategic differentiator, directly translating to superior job performance, elevated client satisfaction, and stronger financial stability. To solidify our commitment to a positive work environment, the Board actively engages with employees, exemplified by the recent site visit to Singapore and China, where Directors gained first-hand insights into the delivery of the KOC contracts and fostered transparent, two-way dialogue with the workforce.

**Measuring progress and success**

To measure progress and success in strengthening our culture, Hunting again used the Gallup Q12 all-employee engagement survey, achieving an impressive 81% participation rate and reinforcing the value our workforce places on being heard.

The 2025 results demonstrate steady, measurable improvement, with our overall satisfaction score rising to 4.16 (out of a total of 5.00) and the average score across all 12 engagement questions increasing to 3.97, continuing the positive upward trend seen since 2019. Our Engagement Index Ratio also improved to 3.8:1, bringing us closer to the benchmark of 4:1 and reflecting a higher proportion of engaged employees across the organisation.

While the survey highlights clear strengths, such as employees consistently having the tools and resources they need to perform effectively, it also identifies opportunities for further progress in areas such as recognition, communication and feedback. These insights allow us to take focused, data-driven action to continue building engagement across all parts of the business. Full details and the accompanying case study can be found on page 71.

**Diversity and inclusion**

Hunting is committed to being a fair and responsible employer, fostering a workplace that is respectful, safe and genuinely inclusive. We maintain a zero-tolerance approach to harassment, bullying and discrimination, and our ethics policies guarantee equal employment opportunities across all operations. This commitment applies to all employees and applicants, regardless of race, ethnic origin, nationality, age, trade union activity, sex, marital, part-time status, sexual orientation, religion, belief or disability.

We view diversity as a strategic strength and embed inclusive principles throughout the talent lifecycle – from recruitment and training to development and working conditions – while ensuring full and fair consideration for applicants with disabilities. Our Gender Diversity Policy reinforces clear accountability by requiring external recruitment partners to share their diversity policies, provide gender-balanced short-lists, and support ongoing oversight through periodic reviews by the Nomination Committee.

Hunting's approach aligns with the gender and ethnicity recommendations of the Hampton-Alexander Review and the Parker Review, as well as the requirements set out by the Financial Conduct Authority ("FCA"). These frameworks continue to guide Board refreshment and succession planning, with full details found on pages 110 to 112.

**Engaging with our local communities**

Hunting remains deeply committed to supporting and engaging with the communities surrounding our global operations. We view this not merely as an activity, but as a commitment to fostering strategic local partnerships. Our engagement spans a wide range of initiatives, from fundraising events and corporate volunteering to direct community donations. Crucially, we empower each region to develop and manage its own community engagement programmes. This decentralised approach ensures initiatives are both culturally resonant and effectively aligned with the specific needs of the local area, all while upholding Hunting's core corporate values. In the year, the Company made charitable donations of \$62k (2024 – \$70k), including donations of unclaimed dividends to UK-based charities.

ESG and Sustainability continued

## Hunting’s employees remain invested in their workplace

During 2025, Hunting completed its third all-employee engagement survey using Gallup’s Q12 Employee Engagement platform. Management recognises that strong employee engagement benefits the bottom-line outcome for the Group with the “most engaged” organisations enjoying greater financial returns. Improving employee engagement remains a core strategic objective for our organisation.

We were pleased with the survey’s participation rate of 81% of the 2,165 eligible employees, with local HR teams and managers working diligently to ensure that employees without regular computer access were able to participate and that any confidentiality concerns were addressed.

The most important question the survey asked, “On a five-point scale, how satisfied are you with your organisation as a place to work?”. For 2025, Hunting achieved a score of 4.16 out of 5.00, reflecting a 0.09 increase from this measurement in the 2023 survey.

We were delighted with the average across all 12 core engagement questions being 3.97, an improvement from 3.88 in 2023 and 3.78 in 2019. This upward trend reflects stronger engagement across the organisation. Results were largely consistent across business segments, with Asia Pacific scoring above the overall average, while EMEA trailed slightly below, as the workforce was impacted by the restructuring programme.

Another important result is the employee engagement ratio, which defines engaged workers to actively disengaged workers. Hunting’s Engagement Index Ratio is 3.8:1, meaning we have 3.8 engaged employees for every actively disengaged employee. This reflects an improvement from our 2023 ratio of 3.5:1 and brings us close to the optimal benchmark of 4:1. Overall engagement also increased, with 45% of employees now classified as engaged compared to 42% in 2023.

One of the most important insights from the data is that 43% of employees fall into the “Not Engaged” category, representing a significant opportunity for positive improvement. Prioritising the areas where responses were consistently lower will allow us to make measurable progress and shift a substantial portion of our workforce towards higher engagement.



Hunting performed especially well in the first few questions that define our employees’ basic needs, which were also our top-scoring questions in both the 2019 and 2023 surveys. These results indicate that Hunting consistently provides employees with the technology, tools, and equipment they need to perform effectively, reinforcing that the Company offers a high-quality workplace environment.

The survey also offered us insight on areas that require our attention, namely the need to focus our attention on employee recognition procedures, providing more detailed feedback, and improving communication. Although these areas were also identified in 2023, each has shown measurable improvement since the last survey. An action plan has been developed to address these issues, including the development of a programme that strengthens leaders’ ability to identify and deliver meaningful, timely recognition; the use of different media to strengthen messaging and reinforce key priorities; and the further advancement of our leadership development programme.



Results from the 2019, 2023, and 2025 surveys were consistent, showing steady improvement. With these insights, we are well positioned to further strengthen engagement through consistent, company-wide programmes and we anticipate repeating the survey in two to three years’ time.

	2019	2023	2025	Change 2023-2025
I know what is expected of me at work	4.42	4.47	4.51	0.04
I have the materials and equipment I need to do my work right.	4.11	4.12	4.28	0.16
At work, I have the opportunity to do what I do best every day.	4.12	4.19	4.27	0.08

# Task Force on Climate-related Financial Disclosures (“TCFD”)

**During 2025, Hunting has further expanded scope 3 data collection, with all five operating segments now collecting scope 1, 2 and 3 data.**

**This data set will form the basis of longer-range emissions reduction target setting and the formulation of a transition plan which is encouraged by the UK regulator.**

**Further, management is monitoring closely the evolution of sustainability and climate reporting, and has begun a process of comparing the Company’s TCFD disclosures to the ISSB S2 reporting standard requirements, which are anticipated to be adopted by the UK regulator in the near future.**

## Compliance

Hunting is committed to decarbonising our businesses, and being transparent about the impacts, risks and opportunities that climate change poses to the business. In line with the FCA’s UK Listing Rule 6.6.6(8)R for companies with the listing of equity shares in the Equity Shares Commercial Companies category, Hunting is required to disclose on a “comply or explain” basis its consistency with the TCFD Recommendations and Recommended Disclosures, and also in scope with the Companies (Strategic Report) (Climate-related Financial Disclosure (“CFD”)) Regulations 2022, in respect of the financial year ended 31 December 2025. The disclosures have been prepared in accordance with TCFD, FCA and CFD requirements.

The climate-related financial disclosures, which follow, are consistent with the four reporting pillars contained within the TCFD Recommended Disclosures, being:

- (i) Governance (page 76);
- (ii) Strategy (pages 77 to 84);
- (iii) Risk Management (pages 84 and 85); and
- (iv) Metrics and Targets (pages 85 and 86).

The Directors consider Hunting to be fully compliant with UK Listing Rule 6.6.6(8)R, following enhancements to its reporting procedures completed during 2025, as well as the climate-related financial disclosures required by sections 414CA and 414CB(2A) (2H) of the Companies Act 2006.

## Climate policy

The Directors retain a Climate Policy (located at [www.huntingplc.com](http://www.huntingplc.com)), which commits the Board to Group-level monitoring of climate-related opportunities and risks.

This Policy acknowledges the goal to limit global warming to 1.5°C above pre-industrial levels in line with the 2015 Paris Accord and commits the Group to assisting in the delivery of this ambition through a reduction in its global carbon footprint.

## Progress in Hunting 2030 Strategy

The Board of Hunting has continued to deliver on the Hunting 2030 Strategy during the year.

In March 2025, the Company purchased the Organic Oil Recovery (“OOR”) technology from its founding shareholders for a total consideration of \$18.2m. The benefits of this technology are wide ranging, in that it can enhance oil production from a reservoir, which benefits a client’s financial performance, but also reduces the longer term need to drill new oil wells, which will have a net benefit to the environment in the long term.

The Group continues to develop a strategy to increase its non-oil and gas sales. In 2025, Hunting recorded non-energy sales of \$82.9m (2024 – \$75.1m), which shows a robust year-on-year improvement. These sales are supported by a year-end non-oil and gas order book of \$98.6m, which is primarily driven through our Dearborn business, which has key aviation, power generation and commercial space clients, which are all target end-markets of the Group in the long term.

For more information on the Hunting 2030 Strategy please see pages 6 to 11.

## Risk management

To pro-actively identify and manage potential climate-related risks, the Group conducts an annual climate risk assessment across all business units. This assessment evaluates the potential impact of climate change on the long-term outlook of each unit under multiple

scenarios, including a “business as usual” pathway and a 1.5°C global warming scenario, consistent with international climate frameworks.

The process captures both transition and physical risks, including the implications of the Group’s strategic shift toward reducing oil and gas-related sales and the resilience of Hunting’s asset base to climate-related physical hazards. Insights from this assessment inform strategic planning and risk management, ensuring alignment with the Group’s sustainability objectives and regulatory requirements.

The climate change risk analysis outlined on pages 78 to 81 integrates climate-related disclosures and evaluates the potential financial impacts of these risks across short-, medium- and long-term horizons. In 2025, management undertook a review of these risks through the lens of long-term materiality to the Group, resulting in the removal of insurance and tax risk from the assessment.

To strengthen this analysis, the Group has advanced its financial modelling capabilities. This model assesses the carrying values of assets within each business unit and provides a forward-looking view of potential financial impacts under the climate scenarios considered. These insights support informed decision-making and enhance the Group’s resilience planning.

## Metrics and targets

The Group’s greenhouse gas (“GHG”) emissions reduction targets, approved by the Directors in 2023, commit Hunting to a 50% reduction in scope 1 and scope 2 emissions by 2030, compared with the 2019 baseline year. In March 2025, the Company set a long-term emissions intensity target of 20 kg/\$k of revenue or less, based on the ratio of the Group’s combined scope 1 and scope 2 greenhouse gas emissions

Task Force on Climate-related Financial Disclosures (“TCFD”) continued

to revenue. The intensity factor is calculated using total scope 1 and scope 2 greenhouse gas emissions, expressed in kilogrammes of CO<sub>2</sub>e, divided by total Group revenue in \$'000. Further detail on the Group’s emissions intensity metric and associated targets, including calculation methodology, is provided in the TCFD Metrics and Targets section.

**Carbon data collection and assurance**

As noted above the Group now collects scope 1, 2 and 3 data from all of its operating segments. For 2025, data has been collected up to 30 September 2025 and extrapolated for the final quarter of the year. A revised, full-year figure will be re-stated in next year’s annual report as data collection and computations are still underway as of the date of publication of this report. Following the completion of Group-wide collection of scope 1, 2 and 3 carbon data, an assurance process will commence with the Carbon Trust.

The Group expects to develop enhanced carbon reduction targets during the next reporting cycle, once a revised baseline year has been finalised.

The Company engaged the Carbon Trust to undertake a review and perform limited verification procedures on its 2024 carbon data. During this process, it was identified that certain air conditioning data sets were incomplete. The Group is actively addressing this gap and implementing measures to enhance data accuracy and completeness. Looking ahead, the Carbon Trust will conduct independent verification of the Group’s 2025 carbon data in accordance with ISO 14064-3, a recognised standard used by independent verifiers to assess the accuracy, completeness, consistency and credibility of greenhouse gas information, thereby strengthening the robustness of the Group’s greenhouse gas reporting.

**Physical risk assessment**

In 2024, the Group engaged WillisTowersWatson (“WTW”) to conduct a comprehensive assessment of the physical climate risk profile across Hunting’s global asset base.

The resulting report from WTW was reviewed by the Ethics and Sustainability Committee in December 2024, which summarised the updated risk profile for the Group, reported under three climate scenarios: (i) RCP2.6 or a 1.5°C scenario; (ii) RCP4.5 or a 2.0 – 3.0°C scenario; and (iii) RCP8.5 or a 4.0°C scenario.

The analysis has concluded the following climate-related physical risk profile for the Group, based on the current climate and projected hazard pathways. For the purposes of this assessment, 2030 is treated as the short-term horizon and 2050 as the medium-term horizon, aligned with the Group’s strategic and financial planning cycles. Long-term climate risks (beyond 2050) have not been presented as discrete sensitivity outputs, as they extend beyond the typical economic life of the majority of the Group’s assets and the timeframe used for strategic decision making and capital allocation. However, modelling to 2100 has been used to inform the directional trend and severity of hazards, providing management with an understanding of how physical risks are expected to evolve over time and enabling early consideration of resilience measures where appropriate.

On this basis, the analysis indicates the following exposure profile, with risks expected to crystallise in the short term (to 2030) and intensify through the medium term (to 2050):

- Heat stress: 79% of Hunting’s total insured asset base is exposed to material heat stress. Impacts are expected to crystallise in the short term, with increasing frequency and severity through the medium term.

- Drought stress: 47% of the asset base is exposed to drought stress, with impacts expected to emerge primarily in the medium-term as water stress intensifies in exposed regions.
- Fire stress: 29% of the asset base is exposed to fire stress, with risks expected to crystallise largely in the medium term, reflecting higher temperatures and prolonged dry conditions.
- Precipitation risk: 71% of the asset base is exposed to material precipitation risk. Short-term impacts are already evident, with further intensification expected through the medium term due to increased rainfall variability and flooding.
- Tropical storms: 33% of the asset base is exposed to material tropical storm risk, with impacts expected to crystallise in the short to medium term as storm intensity increases in vulnerable regions.

This assessment will be repeated in 2027.

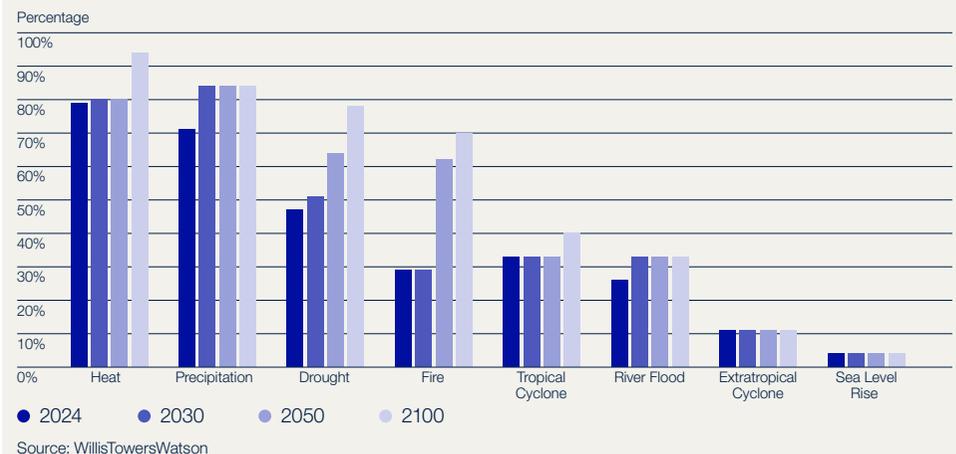
**In the 2050 RCP8.5 scenario, the above values change to:**

- 33% of our asset base is exposed to material tropical storms;
- 62% is exposed to fire stress;
- 67% of our asset base is exposed to drought stress;
- 80% of Hunting’s total insured asset base is exposed to material heat stress; and
- 84% is exposed to material precipitation risk.

The Directors, therefore, noted that for Hunting the key climate/natural hazards are heat and drought stress, fire stress, and tropical cyclones under the more aggressive climate change scenario, as analysed by WTW.

Approximately 81% of the Group’s assets are located in North America, with the balance mostly located in Europe and Asia Pacific.

**Climate exposure of asset base by weather event – under RCP8.5 (4.0°C) climate scenario**



Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Governance

**The Board of Hunting has put in place a robust climate-related governance framework to oversee and deliver on its objectives going forward. This governance framework is summarised below.**

### Disclosure (a) – Board oversight

The Chief Executive has been charged with oversight and responsibility for all TCFD matters.

The Board continues to be briefed by the Group’s central compliance and finance functions on TCFD reporting requirements and the work streams underway across the Group to assess compliance.

This includes evaluation of the transition and physical risks facing the Group and the opportunities climate change presents to the Company.

Climate change perspectives and strategic initiatives, including the pursuit of energy transition opportunities as well as the pivot of revenue to more non-oil and gas sales, are therefore included in the Board’s strategic planning discussions, which include merger and acquisition opportunities being considered.

The Board maintains an Ethics and Sustainability Committee to monitor Hunting’s overall governance and reporting framework in the area of climate change and wider ESG issues. The Ethics and Sustainability Committee comprises the non-executive Directors of the Company, excluding the Company Chair, (pages 106 and 107) and is chaired by Dr Margaret Amos.

The Committee meets twice a year, with carbon, climate and TCFD matters being regular agenda items.

This Committee also monitors, on behalf of the Board, Hunting’s progress against its current emissions reduction targets.

All members of the Board attend each meeting of this Committee, with its activities and actions completed during the year detailed on pages 124 to 126.

While the Ethics and Sustainability Committee reviews these important non-financial matters, the Audit and Risk Committee retains key oversight of Hunting’s public disclosures in these areas, including the information contained in its Annual Report and other Stock Exchange announcements and the evaluation of the risk profile of the Group in respect of climate change.

Further, the Audit and Risk Committee and Board reviews the TCFD reporting, which includes the climate-related risk assessment prepared by the Group’s central finance function.

### Disclosure (b) – Management’s role in assessing climate risks and opportunities

Members of the Group’s senior leadership team including the Group Company Secretary, Chief HR Officer, General Counsel and Director of QAHSE are invited to meetings of the Ethics and Sustainability Committee.

These managers, in turn, are supported by the Hunting Executive Committee; a formal ESG internal steering group comprising operational and finance staff; and a TCFD steering group, the latter being charged with developing formal reporting and new strategies to curtail the Group’s carbon footprint, to reduce its impact on the environment and to provide direction on Hunting’s sustainability ambitions.

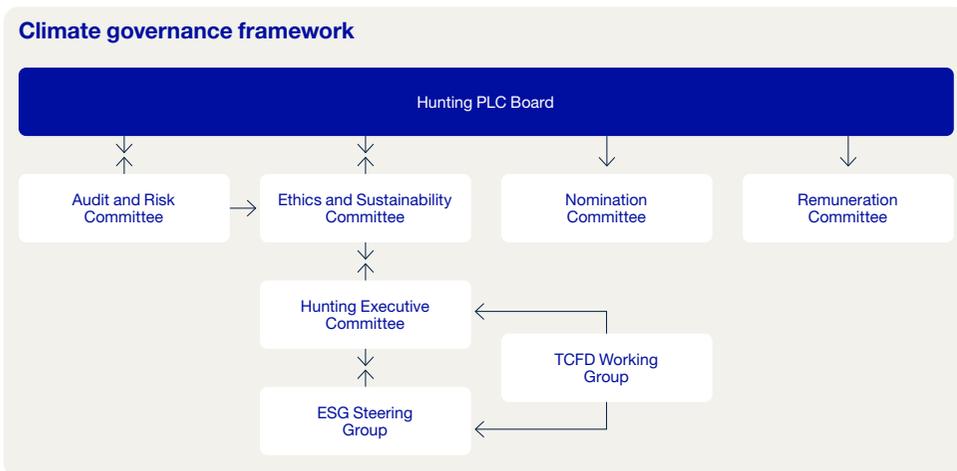
The responsibility of managing climate risks is vested in the Executive Committee, which comprises the senior operational leaders of the Company.

During the year an Internal Controls Committee was formed, which oversees the Group risk and controls framework. This will evolve over time to include all non-financial risk factors, including any TCFD related matters.

The Group’s central compliance function oversees TCFD external reporting and compliance matters and works with the Executive Committee to develop the Company’s climate-related objectives.

Management completed a Group-level and operating segment climate risk register, which is detailed on pages 78 to 81. As part of this process, strategic opportunities were considered by each business unit, which formed part of the Group’s wider plan to pivot revenue to more non-oil and gas revenue and the new market opportunities that underpin this strategy.

For more information on the Group’s wider governance framework, please refer to the Corporate Governance Report on pages 109 to 121.



Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Strategy

### Disclosure (a) – Description of risks and opportunities over the short, medium and long term

### Disclosure (b) – The impact of climate-related risks and opportunities

Hunting has not presented climate-related risks and opportunities by reference to the geographic distribution of its global operations or the industry sectors it serves, as recommended by part (a) of the Strategy disclosures. As a global energy services group predominantly focused on the oil and gas industry, all of Hunting’s operating segments are exposed to broadly similar climate-related risks and opportunities. The physical and chronic risk assessment highlights the profile of the Group’s asset base by region and presents a detailed risk assessment of the Group’s total asset base. Non-oil and gas revenue was 8% of the Group’s total sales in 2025 and therefore remains at a level which is not sufficiently material to analyse as a separate sector or geography. Opportunities to transition towards non-oil and gas-related revenue exist across all operating segments, particularly in North America, EMEA and Asia Pacific, which together account for all of the Group’s current non-oil and gas revenue, as well as in segments with a high proportion of OCTG-related sales. As a result, non-oil and gas activities do not constitute a separate business unit within the Group. The Board therefore considers that a geographical or sectoral split approach to climate change analysis is not relevant to Hunting.

### Climate scenarios for evaluating transition risks and opportunities

The Group uses three scenarios to evaluate transition risks and opportunities:

- Business as usual scenario (aligned to 2.5°C warming) – continuation of current policies with gradual development of existing and emerging technologies;

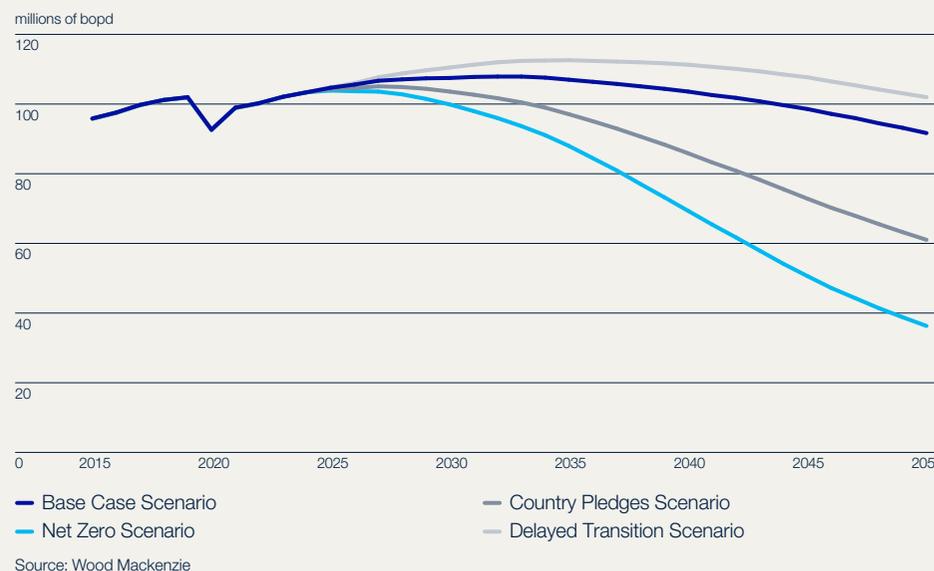
- Middle case scenario (aligned to 2.0°C warming) – which incorporates policy response to the current energy crisis as well as decarbonisation commitments, but not as swift as under the rapid transition scenario; and
- Rapid transition scenario (1.5°C) – global Net Zero by 2050 in line with the Paris Agreement, including early peak energy demand, rapid deployment of hydrogen and carbon removal, and shifts in consumer behaviour.

In selecting these scenarios, the Group used energy demand analysis from Wood Mackenzie (see graph on the right), which analyses a range of climate change scenarios, as well as the latest energy transition projections and oil and gas demand scenarios from the International Energy Agency (“IEA”), see graph on page 82, which is assumed to be in a Current Policies Scenario. The IEA research included three scenarios: the Current Policies Scenario, the Stated Policies Scenario, and the Net Zero Emissions by 2050 Scenario.

### Climate scenarios for evaluating physical risks and opportunities

The Company utilises analysis provided by WTW to assess its longer-term physical climate risk profile out to 2100. This provides the Directors with a view on the measurable changes to the physical risks facing Hunting’s asset base. The Directors note that this timescale is longer than its operational risk management horizon. The Group’s operational/transition risk profile uses shorter scenarios to reflect management’s strategy to address more immediate challenges facing the Group. These scenarios are used to evaluate climate-related risks and opportunities over the short (0–5 years), medium (5–10 years) and long term (10+ years). The short-term horizon extends to 2030, which aligns with the Group’s business, operational and financial planning cycle, while the long-term horizon extends to 2050, reflecting broader assumptions on

Scenarios for oil demand: 2015 to 2050



energy demand provided by reputable market commentators. Other known risks are evaluated by the Board under the Group’s current operational risk programme, with estimates being made as to the likely quantitative impact. Although considerations beyond 2050 extend beyond the economic life of most Group assets and practical financial planning horizons, climate modelling to 2100 has been used to inform management’s understanding of the potential trajectory and severity of physical climate hazards. This analysis supports assessments of long-term resilience and adaptability rather than near- or medium-term financial decision-making. Climate-related opportunities associated with the energy transition, including revenue diversification and participation in lower-carbon markets, are addressed further in the Strategy section under Climate opportunities. EBITDA impacts noted below have been assessed as ‘in year’ impact.

Climate risks have been categorised as follows:

- Low – small to no impact on the Group’s profitability (\$0–\$10m EBITDA) and/or ability to achieve strategic objectives;
- Medium – some impact felt to the Group’s profitability (\$10–\$20m EBITDA) and/or ability to achieve strategic objectives, requiring some mitigation plans and action; and
- High – significant impact to the Group’s profitability (>\$20m EBITDA) and/or ability to achieve strategic objectives, therefore requiring critical and urgent mitigation plans and action.

Where risks have no impact on profitability, they have been categorised based on the impact on the Group’s ability to achieve its strategic objectives.

## Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Climate change risk analysis

## Transitional risks

Category	Description of risk	Management actions	Impact
<b>1. Market</b>			
<b>Risk rating:</b> Medium	Hunting's primary revenue streams are derived from the oil and gas industry, which can be highly cyclical and is driven by commodity prices.	The Board reviews a number of primary energy demand scenarios developed by Wood Mackenzie and the IEA, which include energy transition projections and oil and gas demand scenarios to 2050. The former is presented on page 77 and the latter on page 82. The Directors also regularly receive reports from the Chief Executive on the short- to medium-term outlook for oil and gas demand, given that this is a key revenue driver for the Group.	As noted in the Market Overview on page 30, market data, including rig count and drilling and production spend, published by Spears & Associates, support the Groups wider financial reporting needs in the short term, including impairment reviews. In October 2025, the IEA issued its annual energy outlook which provides a perspective on the long-term changes to energy demand and its primary energy inputs.
<b>Time frame:</b> Long term			
<b>Financial impact:</b> Revenue	Oil and gas demand is also driven by geopolitical events and economic growth, which influence energy supply/demand dynamics.  The drive by many global governments and economies to reduce emissions may impact long-term oil and gas demand, which in turn will impact Hunting's long-term revenue profile.	From this analysis, the Directors believe that in the business as usual scenario there is a robust outlook for oil and gas in the long term i.e. to 2050 and beyond, which will drive strong demand for Hunting's energy-focused products through this time frame. The Directors will continue to monitor these projections and government legislation and will also track its customers and suppliers who are also monitoring energy transition developments.  As noted on pages 6 to 11, the Board is putting initiatives in place to diversify revenue streams, which do not rely as heavily on the global oil and gas industry, to minimise earnings volatility over time.	The analysis from Wood Mackenzie provides a high-level view of the possible changes to global oil and gas demand and therefore to Hunting's revenue profile to 2050, which indicates possible reductions in oil and gas revenue of c.50–60% in the middle case and rapid transition scenarios in the short to medium term. These energy demand scenarios have implications for Hunting's long-term strategy, as the products and services, and overall revenue profile, are currently largely driven by oil and gas demand and investment in the exploration and production of hydrocarbons, notwithstanding the opportunities in non-oil and gas markets as described below. The Board believes that the primary energy mix to 2050 supports Hunting's long-term focus on energy, underpinned by the pivot to non-oil and gas sales in this time-scale (see opportunities below). The split of revenue between oil and gas and non-oil and gas sectors, the relevant metric for managing the risk, is disclosed in note 2 on page 176.
<b>2. Technology</b>			
<b>Risk rating:</b> Medium	Hunting's products and services are primarily targeted at the oil and gas industry, given its expertise and know-how of this sector.	The Directors believe that Hunting's engineering excellence, particularly within the Advanced Manufacturing product group, has the ability to diversify the long-term revenue streams of the Group. As part of the business unit level risk assessment, the adaptability to non-oil and gas markets was explored. Most businesses across the Group believe that revenues from new markets, using Hunting's core competencies, will enable a level of transition to occur and are, therefore, well placed to develop non-oil and gas sales. In 2022, a global Energy Transition sales group was formed to pursue carbon capture and geothermal revenue. Since its formation, these activities have been integrated into the Group's broader commercial strategy and product offering. While no material revenues from these markets have been disclosed separately to date, Hunting continues to develop and market products applicable to geothermal and carbon capture wells, consistent with the Group's long-term diversification and energy transition strategy.	International commentators believe that climate reduction commitments are very challenging, given (a) the pace of global warming and (b) the absence of technologies to assist in material carbon mitigation and reduction. The Directors of Hunting believe that its strategic ambition to assist its clients in making drilling operations safer and more efficient will place Hunting in a valuable part of the energy transition, as brownfield developments extract oil and gas more efficiently, reducing the need for greenfield project developments.
<b>Time frame:</b> Long term			
<b>Financial impact:</b> Revenue	Should the pace of the energy transition be more rapid than what is currently projected, certain of the Group's product lines and technologies will be less adaptable to a lower carbon world or could become obsolete.		Hunting's current technology offering enables the efficient and safe delivery of hydrocarbons. While there is a risk that certain products could become obsolete in the long term, the Directors believe that a number of its product lines are directly applicable to the energy transition and non-oil and gas markets which provides a level of resilience to its long-range revenue profile.

## Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Climate change risk analysis continued

## Transitional risks continued

Category	Description of risk	Management actions	Impact
<b>3. Regulatory, legal and compliance</b>			
<p><b>Risk rating:</b> Medium</p> <p><b>Time frame:</b> Short to medium term</p> <p><b>Financial impact:</b> Expenditure, capital and financing</p>	<p>Regulatory and compliance risk with respect to climate has increased, including the introduction of TCFD reporting requirements and the demand for long-term planning disclosures to address climate change. The Directors of Hunting believe that regulatory and compliance costs are likely to increase over time as companies address carbon and climate issues, which will likely require additional human capital to meet stakeholder expectations as well as to develop and implement Net Zero strategies.</p>	<p>As noted in the Risk Management section on pages 84 and 85, the Directors believe that regulatory compliance with climate change legislation could differ substantially given the various government and political agendas where Hunting’s stakeholders are located. Management is continuously monitoring regulatory and compliance changes across its various jurisdictions.</p>	<p>International policies and legislation in respect of climate change and climate action have increased at pace, examples of which include new reporting procedures introduced into the UK for publicly listed companies along with the encouragement for all businesses to commit to a Net Zero ambition. Further to this, initiatives such as the UK’s Energy Savings Opportunities Scheme, which requires energy audits of businesses to identify carbon reduction measures, provide an indication of western governments’ ambitions to achieve carbon containment.</p> <p>It is likely that climate-related legislation will increase over time, which will lead to higher compliance, legal, operational, and administrative costs to keep pace with these new regulations.</p> <p>Climate-related litigation is a further potential cost pressure, which may materialise over time, as activism increases.</p>
<b>4. Reputation</b>			
<p><b>Risk rating:</b> High</p> <p><b>Time frame:</b> Short to long term</p> <p><b>Financial impact:</b> Capital and financing</p>	<p>Many stakeholders have become more aware of climate change, linking a Company’s response to the climate debate to its reputation.</p> <p>Further, with the continued focus on oil and gas, investors in certain geographies will not invest in a traditional energy company, which may lead to a lower market capitalisation.</p>	<p>The Directors believe that a proportionate response to climate change planning is being implemented, which protects shareholders’ interests, including earnings and capital returns. Over time, the Directors will increase the disclosures in this area as longer term plans are agreed.</p> <p>The Directors and the Board monitor the Company’s market capitalisation against the value of its net assets, which provides an indication of how various investors view Hunting’s response to climate change.</p> <p>Management is focused on close investor relationships and more regular interactions, and further transparency on strategy.</p>	<p>Reputation risk is not easily quantified.</p> <p>Hunting’s association with the oil and gas industry is believed to be high risk in the long term with respect to investor and shareholder perceptions, given the negative media attention on traditional primary energy sources. Recent global shifts in positive sentiment around the oil and gas industry support Hunting’s ongoing development and innovation in its core products and markets, while continuing to diversify into products and technology relevant to the energy transition.</p> <p>The Directors believe that Hunting’s strong relationships with customers and suppliers will support its ambition to play a key role in the energy transition, which will contribute to the Board’s strategy of pivoting revenue to more non-oil and gas sources. Further, the Directors believe that secure energy sources from regions such as North America continue to play a key role in global economic stability.</p>

## Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Climate change risk analysis continued

## Transitional risks continued

Category	Description of risk	Management actions	Impact
<b>5. Assets</b>			
<b>Risk rating:</b> Medium	The global operating footprint of the Group is potentially exposed to the acute and chronic physical risks of more volatile and severe weather events due to climate change.	In December 2024, the Board and the Ethics and Sustainability Committee reviewed an independent report from Willis Towers Watson (“WTW”) that presented the Group’s physical risk profile with respect to climate change and which presented analysis of Hunting’s operating locations and their respective risk profiles against a variety of weather events. The report also detailed a longer range risk analysis incorporating a number of climate scenarios and how this could potentially impact the Group’s operations. The graph on page 75 presents the Group’s facilities’ exposure to various severe weather events based on the physical risk climate scenarios.	The Group’s physical risk assessment is summarised on page 75.
<b>Time frame:</b> Long term			The analysis shows that a large percentage of Hunting’s facilities are exposed to heat stress, drought, flood, and precipitation risks, which can mean that in any one year, certain facilities may be offline for a short period of time if a severe weather event occurs. The Directors note the Group’s international footprint and believe that this does not have a material impact on the Group’s ability to generate revenue.
<b>Financial impact:</b> Revenue, Assets and liabilities	These events have the ability to damage the Group’s operating facilities and property, plant and equipment, thus impairing Hunting’s ability to generate revenue.  Additionally, in terms of chronic physical risks, higher temperatures are likely to increase the requirement for operational and office cooling, but there will likely be a minor reduction in requirement for space heating in winter.	A significant proportion of the Group’s operating locations are situated in regions exposed to tropical storm activity, reflecting the historical development of its manufacturing footprint in regions exposed to severe weather events (c.80%).  As part of ongoing measures to enhance operational resilience, one of the Group’s primary North American data centres was relocated from Houston to Austin in 2025, reducing exposure to hurricane-related risks affecting critical IT infrastructure.  The Directors consider that the Group’s long-standing presence in regions exposed to severe weather has resulted in well-established procedures, infrastructure standards and response protocols, supporting effective management of physical climate risks. This assessment is informed by operational experience rather than geographic risk segmentation.  The Group’s ability to manufacture products across multiple facilities further supports operational resilience and has mitigated the risk of revenue loss, with no material asset impacts from acute climate events reported during 2025.	Longer range physical and chronic risks, as summarised in the risk assessment, show increases in the risk profile of certain weather events, including drought and fire stress, and flooding.  The Group operates several specialist manufacturing facilities, including those producing Electronics, Energetics, Subsea, and Perforating Systems products. In the event of a severe weather incident affecting one of these sites, restoration of full production could take several months. However, as these facilities represent distinct product lines that contribute only a modest proportion of Group profit before tax, the overall financial impact on the Group is assessed as low risk.  The Directors consider that the Group’s diversified product portfolio and broad geographic footprint, spanning North America and international markets, provide significant mitigation against physical climate risks. This diversity reduces the likelihood that any single weather-related event would materially impact the Group’s overall operations or financial performance.

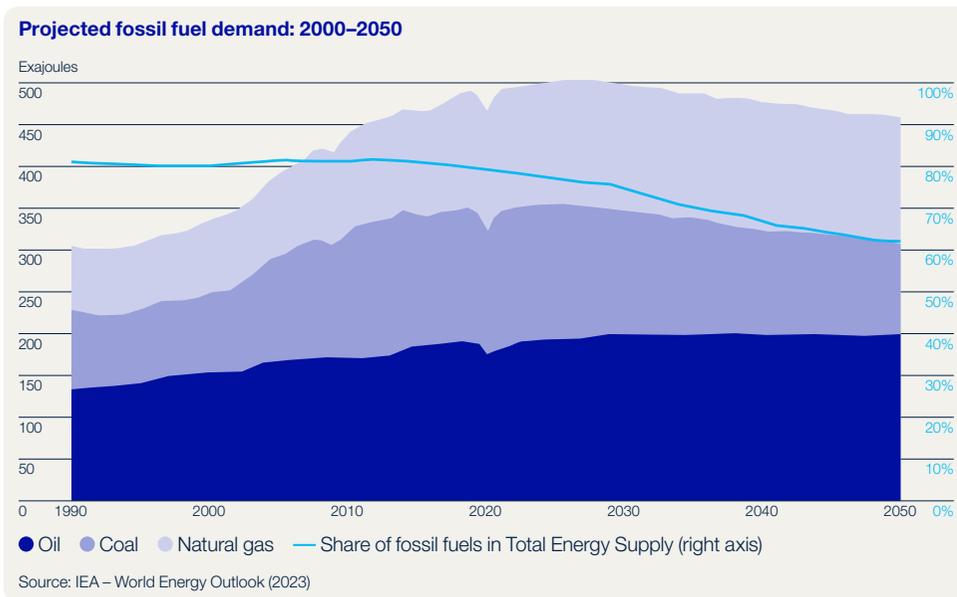
## Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Climate change risk analysis continued

## Transitional risks continued

Category	Description of risk	Management actions	Impact
<b>6. Labour and expenses</b>			
<b>Risk rating:</b> Medium	Historically, the oil and gas sector has provided highly competitive rates of pay and benefits and, therefore, has always been an attractive sector to work in.	The Directors continued to monitor labour risk during 2025 through the Remuneration and Ethics and Sustainability Committees to ensure possible labour market issues in Hunting’s various regions of operation are minimised.	Hunting’s products and services are delivered by a highly skilled workforce comprising of engineers, machinists and professional services staff. The competition for talent remains a principal risk to the Company as noted on page 94, with employment costs likely to increase in the long term, to attract and retain employees to the oil and gas industry.
<b>Timeframe:</b> Short to medium term	However, with recent volatility across the industry, along with the global climate agenda, there has been a change in perception of the global oil and gas sector, which may present a continuing risk of attracting and retaining skilled talent. The consequence of this risk is that employee costs may rise in the short- to medium-term to ensure Hunting can achieve its strategic objectives.		Hunting’s employee costs are disclosed in note 7 on pages 179 and 180.
<b>Financial impact:</b> Expenditure			Energy costs represent a potential transition-related cost consideration for the Group. Total electricity costs amounted to c.\$5.9m in 2025 (2024 – c.\$5.9m). While changes in the energy mix may influence electricity pricing over time, this risk is mitigated through the Group’s focus on operational efficiency and increased procurement of renewable electricity where available.  It is expected that the impact will increase in each scenario, with the largest impact expected in the rapid transition scenario.
<b>7. Financial markets</b>			
<b>Risk rating:</b> High	With the increased attention climate change is being given by financial markets, the standing of energy-related companies has come under increased scrutiny in recent years. Many investors who wish to invest in the oil and gas sector look for evidence of a Net Zero plan as part of their investment screening. Energy transition risk imputed by shareholders, lenders and market commentators has the potential to impact funding support from equity/debt financial institutions.	The Directors believe that investors and lenders will be more demanding in respect of the provision of financing in the future. However, this risk is partially mitigated by the Board’s Hunting 2030 Strategy and its ongoing access to equity capital markets.  The Group relies on equity and debt markets to fund its businesses. These stakeholders are increasingly demanding strong ESG and long-term sustainability credentials from companies, and in the absence of this, are unlikely to fund businesses which do not give it attention. The Group has access to a \$200m borrowing facility until 2029. The Term loan, which was originally \$100m and made up the balance of the original \$300m of facilities arranged in October 2024, is now amortising and will be fully repaid by September 2027.	The Hunting 2030 Strategy includes initiatives to diversify revenue streams to non-oil and gas sales – to mitigate capital and financing risk in the long term.  <b>Capital investment</b> – it is likely that new investment in facilities will occur over time to align with the physical risk profile noted on page 75, which will require funding. However, the Directors believe that Hunting’s diverse operational footprint will in the short to medium term mitigate the majority of operational risks as many sites are configured in similar ways, minimising the requirement for access to debt in this regard.  <b>Dividends</b> – the Directors note that shareholder distributions are a key element to the Group’s investment case and will endeavour to support this strategy in the long term. Capital allocations may change over time to enable the Group to pivot to non-oil and gas revenue streams, which may lead to lower distributions.  <b>Acquisitions</b> – Hunting has a strategy to develop its non-oil and gas revenue which, in part, will be funded by internally generated cash flows.

Task Force on Climate-related Financial Disclosures (“TCFD”) continued



**Climate opportunities**

**Resource efficiency**

The Group retains an ongoing lean manufacturing programme that is aimed at increasing productivity and reducing costs of operation.

In 2025, the cost saving estimated by this programme was \$1.5m (2024 – \$0.5m).

Key resource inputs for the Group include the availability of power and water.

**Energy source**

The Group’s carbon emissions footprint is noted on pages 85 and 86.

The Board believes that simple, but meaningful, carbon reduction strategies will drive down the Group’s emissions and include:

- i. Moving electricity contracts for Group facilities to renewable-based energy arrangements;
- ii. Building a zero-emission vehicle fleet over time, including heavy- and light-duty vehicles and the provision of all-electric cars to relevant staff;
- iii. Installation of solar panels on relevant facilities, for a zero-emission base load energy feed; and
- iv. A tree and grass planting strategy at Group facilities to offset residual carbon emissions.

**Products and services**

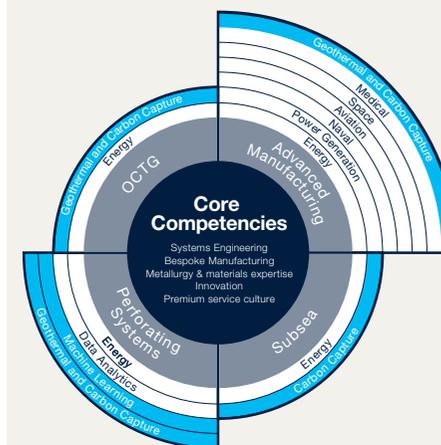
The Directors of Hunting have assessed the opportunities that climate change presents to the Group. These opportunities are considered to exist in each scenario but would be expected to accelerate and happen more swiftly in the rapid transition and middle case scenarios.

**i. Participation in non-oil and gas primary energy development**

An area of focus within the global energy industry is geothermal energy development. These projects present a long-term opportunity for the Company to provide OCTG premium and semi-premium connections and accessories to operators. Hunting has industry-leading products and expertise in this area and, therefore, accessing these markets is believed to be relatively low risk. The Group has analysed the global market for geothermal energy and believes that the Asia Pacific and North America regions hold good opportunities to develop revenue in this sector given the number of projects announced over the past two years.

The Directors also note that a number of the Group’s major customers have begun their climate journey, with energy transition strategies being announced. Hunting’s long-standing relationship with key exploration and production companies and international energy service groups position the Group as a trusted partner within the global energy supply chain. The Board believes that Hunting can successfully leverage its strong brand, technical expertise, and reputation to remain a key contributor to the evolving energy landscape and to support customers in achieving their transition objectives.

**Hunting’s core competencies – current and target markets**



**ii. Participation in carbon capture and storage projects**

As noted in the Business Strategy and Model on pages 6 to 27, a number of carbon capture and storage projects are to be completed within the 2030 time frame, to offset carbon dioxide build-up in the atmosphere.

These projects, which require carbon dioxide re-injection into known oil and gas fields, or greenfield developments, present a long-term opportunity for the Company to provide OCTG, premium and semi-premium connections and accessories to operators.

The Group’s Energy Transition sales group is exploring increased participation in this market.

**Task Force on Climate-related Financial Disclosures (“TCFD”)** continued

**iii. Diversification into other non-oil and gas sectors**

The chart on the previous page illustrates the Group’s key product groups and core competencies and demonstrates that the majority of Hunting’s businesses have expertise to diversify into other growth sectors, such as medical, space, aviation and naval. Hunting has launched a medium-term strategy to materially increase non-oil and gas sales by 2030, which is supported by this analysis, and has taken steps to drive new sales, particularly within the Group’s Advanced Manufacturing group.

These opportunities are explained further as part of the Hunting 2030 Strategy on pages 6 to 11.

**Supply chain**

Our commitment to the delivery of innovative, high-quality, and reliable products is of material importance to the achievement of our “total customer satisfaction” goal, and this is reflected in our Quality Policy and our Sustainability Framework.

Hunting’s total commitment to quality is shown through operational excellence, and a comprehensive Quality Management System (“QMS”) supported by strong management oversight, which includes supply chain risk management. The Group’s supply chain is predominantly related to raw material supplies, including the responsible resourcing of readily available materials such as carbon steel, nickel, and chrome-based specialist steel alloys, which are used in the manufacture of Hunting’s various products.

Traditionally, these materials constitute a very low risk in terms of availability and price changes. Over the past few years, due to geopolitical and market factors, we have seen significant supply chain disruptions, including supply chain inflation and the extension of lead times of critical components. This has resulted in a surge in demand, price increases, and uncertain availability.

Measuring and reducing carbon emissions across the Company’s supply chain is intricate and challenging, but Hunting’s role in this effort is driven by products that deliver more efficient drilling procedures. The Company is increasing its efforts to communicate its carbon reduction ambitions to its supplier base, through a Supplier Code of Conduct, which was introduced in 2022.

A small number of our products contain electronic components that may contain critical materials as defined by the National Research Council. These are a very small proportion of our purchased materials and constitute a low risk to the Company. However, for critical materials such as tungsten, required for Hunting Titan’s charge production, we carry out regular risk assessments to identify potential supply chain risks. In addition, all other identified critical raw materials and/or components are regularly reviewed, forecasted for sales, availability, and projected market pricing, to create a purchase plan. At all times, Hunting has existing mitigation plans in place should there be a supply chain interruption. For example, we maintain, and in some circumstances have increased, a safe stock, or buffer stock, for critical materials and components. We also have a highly diverse range of approved suppliers in place as part of our supply chain, for example sourcing from Chinese to domestic US steel mills. In some areas, we have expanded our approved supplier list.

**Adaption and mitigation**

As noted above, the Group is pivoting revenue to more non-oil and gas sources, including the development of Energy Transition revenue from geothermal, carbon capture and offshore wind opportunities.

Investment in research and development for new products and technologies is a strategic objective to maintain market leadership in the Group’s core markets.

In 2025, research and development expenditure totalled \$10.5m (2024 – \$8.8m).

**Acquisitions and divestments**

As noted elsewhere, the Group’s ambition to develop more non-oil and gas sales will be achieved through targeted acquisitions and an overall strategic expansion of the Group’s portfolio. The Group continues to review and monitor opportunities in this area.

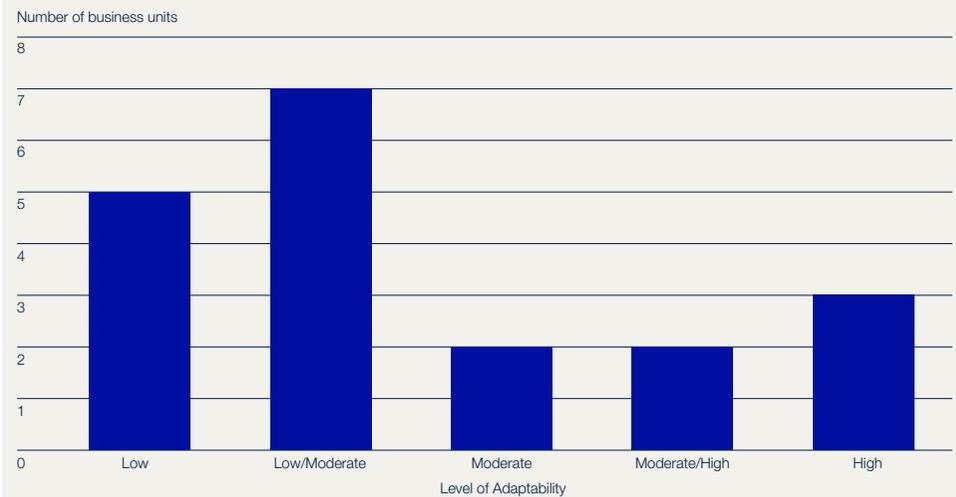
**Access to capital**

The Group currently has access to \$200m of committed lending facilities. The Directors believe that Hunting continues to have access to both equity and debt markets, given the strength of its position in the oil and gas sector, and wider energy industry.

**Disclosure (c) – climate resilience based on a 1.5°C scenario**

As part of the TCFD risk assessment process, disclosures from each of the Group’s business units were requested, which included details of the resilience of its operations and business model in a 1.5°C climate scenario by 2050. While Hunting is currently focused on the oil and gas sector, the Group retains diverse manufacturing capabilities and participates in sectors as diverse as aerospace, medical and space.

**Business unit resilience and adaptability**



Source: Company

Task Force on Climate-related Financial Disclosures (“TCFD”) continued

A key factor that determines the impact on the Group is the adaptability of our businesses to transition to different sectors. Until our plans are further developed, we have taken a conservative approach and have considered how adaptable our businesses are with minimal capital investment.

Furthermore, for some of our businesses, the opportunities to adapt will depend on the potential development of new markets such as carbon capture and storage, the use of hydrogen as an energy source together with the expansion of the geothermal market and our ability to compete in these areas. The majority of the Group’s businesses report that they have a moderate or higher level of adaptability if energy markets change materially.

We have progressed scenario analysis in 2025 to allow us to further test the resilience of our strategy against the three climate scenarios identified above with reference to evaluating transition risks and opportunities, one being a 1.5°C scenario. The scenario analysis leveraged the Group’s extended forecast out to 2030 and is extrapolated to the long-term using growth rates and assumptions that are consistent with other forward-looking financial statement elements. In the analysis modelled, the Group is considered resilient to climate-related scenarios.

## Risk management

Hunting’s climate-related Risk Management disclosures are detailed on page 76. As part of Hunting’s TCFD reporting, Hunting’s central compliance function prepares an annual business unit climate risk assessment, which assesses the short-, medium-, and long-term risks and opportunities of climate change. The assessment also gives a deeper consideration to Hunting’s longer range risks, including revenue and expenditure risks in addition to analysis of major cash-generating units within the Group with respect to the impact of climate change.

Given the Group’s focus on the changing oil and gas industry and the scrutiny of climate change by investors and lenders, the Directors’ view is that climate change risk is a principal risk to the Group and has been embedded into our Risk Management processes to which the Group’s

senior leadership team and business leads can respond in an appropriate manner. Further information on climate change and energy transition risk can be found on page 94 within Risk Management and Internal Controls.

The Group’s central compliance function rolls out a specific climate-change risk assessment process to be completed by each business unit within the Group to enable an integrated risk register to be assembled.

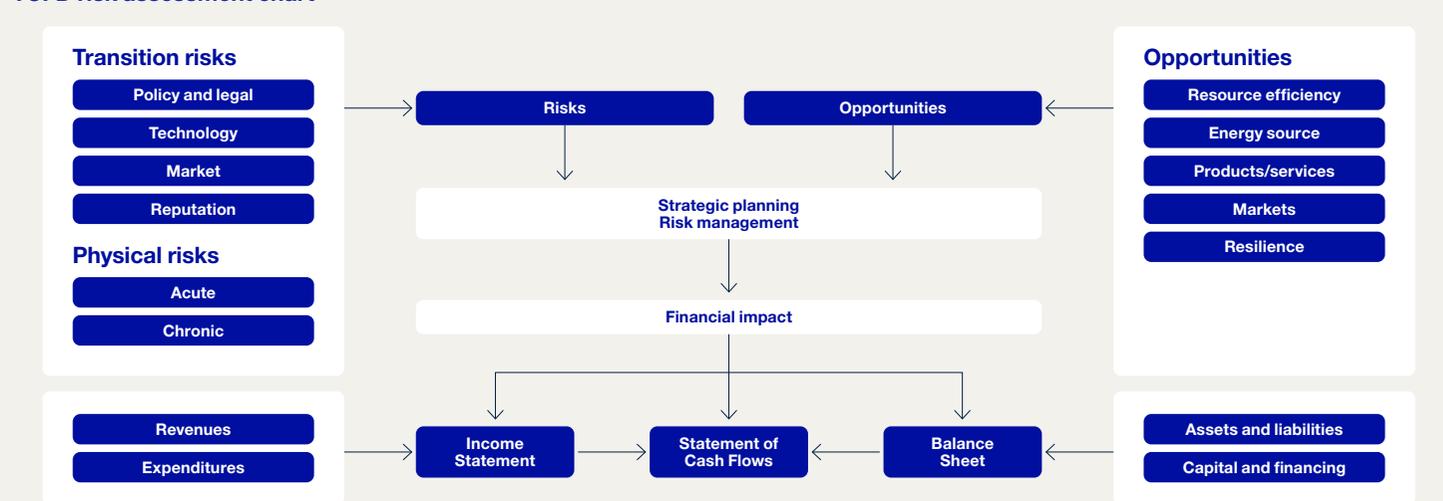
### Disclosure (a) – climate risk identification

Each business unit undertakes a comprehensive risk assessment twice annually. The outcomes are consolidated into a Group-level risk register, detailing identified risks and associated mitigating controls. This register encompasses financial, reputational, strategic, legal, insurance, and operational risks relevant to the Company.

The Group’s Audit and Risk Committee reviews the consolidated risk register twice a year as part of its scheduled work programme. This review is supported by input from the Group Finance Director, Group Financial Controller, Group Risk Manager, and the Internal Auditor, ensuring robust oversight and governance of risk management processes.

In 2022, the Group’s central compliance function introduced a climate-specific risk questionnaire across all businesses, capturing key information on transition and physical risks associated with climate change, as well as strategic opportunities arising from the accelerating energy transition, which asked for key information on transition and physical risks related to climate change, as well as strategic opportunities as the energy transition accelerates.

TCFD risk assessment chart



Source: TCFD – Recommendations of the Task Force on Climate-related Financial Disclosures – 2017

**Task Force on Climate-related Financial Disclosures (“TCFD”)** continued

In 2025, Hunting extended its bi-annual climate-related risk assessment to all business units, ensuring a comprehensive and integrated perspective on climate risks and opportunities across the Group.

To prioritise climate risk, in consideration of the principal risks, climate questionnaires feed into the Group-level risk matrix. As a result, climate change and energy transition risk is included in the principal annual risk list, with further Group-level discussion around inter-dependencies to understand how this risk impacts other principal risks.

**Disclosure (b) – climate risk management**

Following the risk identification process, management has been challenged to develop processes and procedures to mitigate and reduce its climate-related risks and impact. This includes the reduction of the carbon footprint of each business unit; management of the physical risk profile of each business or facility, includes dialogue with the Group’s insurers and other business units to develop production synergies for Hunting’s product portfolio; and the broader efforts to decarbonise the Group’s supply chain, whether that be to develop non-oil and gas sales such as geothermal or carbon capture or to make our activities more efficient or less carbon intensive.

The central compliance function oversees the Group’s annual insurance renewal for all of Hunting’s businesses, working with specialists from WTW and, in 2024, completed a second physical climate risk assessment for Hunting’s climate exposures which extends to 2100.

**Disclosure (c) – integration of climate risk identification and management**

The climate-related governance processes highlighted on page 76 have been introduced to allow the Board to have direct oversight of the risks, opportunities, and climate-related strategies being considered by the Group’s management.

There is also direct access between the Directors, Chief Executive and senior management team to enable climate matters to be challenged.

Further, the senior management team has empowered each business unit leader to address climate matters on a decentralised basis, to enable regional considerations to be integrated into the Group’s overall processes. In addition, the Board has ensured that financially orientated risks are reviewed by the Audit and Risk Committee, with the broader strategic and operational risks being reviewed by the Ethics and Sustainability Committee to ensure broad-based challenge is given to management and all levels of the workforce in this important area.

**Metrics and targets****Disclosure (a) – metrics**

To ensure effective oversight of climate-related risks and opportunities, the Group has implemented a diverse range of metrics, as presented in the accompanying table on page 86.

**Disclosure (b) – scope 1, 2 and 3 emissions**

The Group currently collects scope 1, 2 and 3 GHG emissions data based on the Greenhouse Gas Protocol, published by the World Resources Institute.

For 2025, the Group has started to use an external consultant to collect and analyse our data. For the purposes of data for 2025, this has been collected up to 30 September 2025 with the final quarter of the year extrapolated. Next year’s Annual Report will contain a restated data for scope 1, 2 and 3 data.

Scope 1 emissions in 2025 were, therefore, 6,142 tonnes CO<sub>2</sub>e (2024 – 3,630 tonnes CO<sub>2</sub>e) and scope 2 emissions were 17,064 tonnes CO<sub>2</sub>e (2024 – 18,603 tonnes CO<sub>2</sub>e).

Hunting’s total scope 1 and 2 emissions have been assessed to be 23,206 tonnes CO<sub>2</sub>e (2024 – 22,233 tonnes CO<sub>2</sub>e).

Scope 1 and 2 emissions, when comparing 2025 outcomes to the prior year, have increased by 4% as we were able to collect data on emissions from air conditioning in 2025.

Scope 3 emissions have been assessed to be 451,688 tonnes CO<sub>2</sub>e (2024 – 534,835 tonnes CO<sub>2</sub>e). The reduction year-on-year is due to the lower level of purchased raw materials, primarily OCTG. These emissions have been calculated across 12 of the 15 scope 3 categories defined

under the Greenhouse Gas Protocol, comprising purchased goods and services (product and non-product), fuel and energy-related activities (not included in scope 1 or 2), upstream and downstream transportation and distribution, waste generated in operations, and employee commuting.

The remaining scope 3 categories were assessed and determined not to be material to the Group’s business profile and have, therefore, been excluded from the current inventory.

Total scope 1, 2 and 3 emissions have been assessed to be 474,894 tonnes (2024 – 557,068 tonnes).

**Disclosure (c) – targets**

In 2023, the Company announced new GHG emissions targets, with the Group’s scope 1 and 2 emissions reduction now targeted at 50% below the 2019 baseline year by 2030. This equates to absolute scope 1 and 2 emissions of 17,937 tonnes CO<sub>2</sub>e by 2030.

With 2025 scope 1 and 2 emissions of 23,206 tonnes CO<sub>2</sub>e, Hunting has reduced its emissions by 35% since 2019 and needs to reduce its emissions by a further 29% to meet its medium-term target.

In March 2025, the Group published a new carbon intensity factor target of less than 20kg/\$k of revenue by 2030. In 2025, the Group’s intensity factor was 22.8 (2024 – 21.2).

The Group has also set a non-oil and gas revenue target of 25% by 2030. Due to the growth in Hunting’s oil and gas revenue in the 2023-2025 period, the Group’s non-oil and gas sales were 8% of total revenue or \$82.9m (2024 – \$75.1m/7%). The Directors remain committed to the medium-term goal of 25%.

## Task Force on Climate-related Financial Disclosures (“TCFD”) continued

## Sector specific and cross-sector metrics and targets

Metric	Description of metrics/reason for adoption	2025	2024
Revenue – oil and gas: \$m	Hunting's core markets are oil and gas related, therefore the long-term monitoring of this measure assists in the understanding of the Group's resilience.	<b>935.9</b>	973.8
Revenue – non-oil and gas: \$m	Hunting's longer-term resilience can, in part, be monitored by the development of non-oil and gas sales as the Group seeks to diversify its revenue streams.	<b>82.9</b>	75.1
Expenditure – total cost of electricity: \$m	The long-term cost of energy, including the purchasing of renewable energy, is a key metric to understanding the financial impact of the energy transition.	<b>5.9</b>	5.9
Expenditure – insurance premiums: £m	The cost of insurance, including product liability and property damage/business interruption cover, is a key metric in understanding the Group's financial and asset risk profile.	<b>3.7</b>	4.0
Expenditure – research and development: \$m	The long-term diversification to non-oil and gas revenue will require investment in new technology and will form part of the Group's research and development activities.	<b>10.5</b>	8.8
Assets and liabilities – capital expenditures: \$m	The investment in non-current assets provides an indication of the long-term viability of the Company's investment case.	<b>40.6</b>	30.1
Scope 1 GHG emissions: tonnes CO <sub>2</sub> e	Hunting's scope 1 carbon footprint provides investors with data on the Group's contribution to climate change.	<b>6,142</b>	3,630
Scope 2 GHG emissions: tonnes CO <sub>2</sub> e	Hunting's scope 2 carbon footprint provides investors with data on the Group's contribution to climate change.	<b>17,064</b>	18,603
Scope 3 GHG emissions: tonnes CO <sub>2</sub> e	Hunting's scope 3 carbon footprint provides investors with data on the Group's contribution to climate change.	<b>451,688</b>	534,835
Water consumption: '000s cubic metres	Hunting's water consumption provides investors with data on this impact on the planet.	<b>93</b>	90
Lean manufacturing savings: \$m	The Group's drive for higher efficiencies in its operations provides an indication of its efforts to lower its environmental impact.	<b>1.5</b>	0.5
Carbon emissions offset cost: €m	The cost of purchasing carbon credits (scope 1 and 2 emissions only) to become a Net Zero business.	<b>2.0</b>	1.7
Market capitalisation: \$m	The value of the Group's equity provides an indication of the future value of the Group's cash-generating assets.	<b>789.6</b>	597.6
Net asset value: \$m	The book value of the Group's assets, compared to the Company's market capitalisation, provides an indication of the future value investors place on the Group's assets.	<b>885.3</b>	902.3
Renewable electricity purchased: GWh	The level of renewable energy purchased provides an indication of the Group's drive to lower emissions.	<b>12.6</b>	10.6
Assets exposed to heat stress risk: %	The proportion of assets exposed to heat stress risk provides an indication of the physical risk exposure of the Group.	<b>79</b>	79
Assets exposed to precipitation risk: %	The proportion of assets exposed to precipitation risk provides an indication of the physical risk exposure of the Group.	<b>71</b>	71

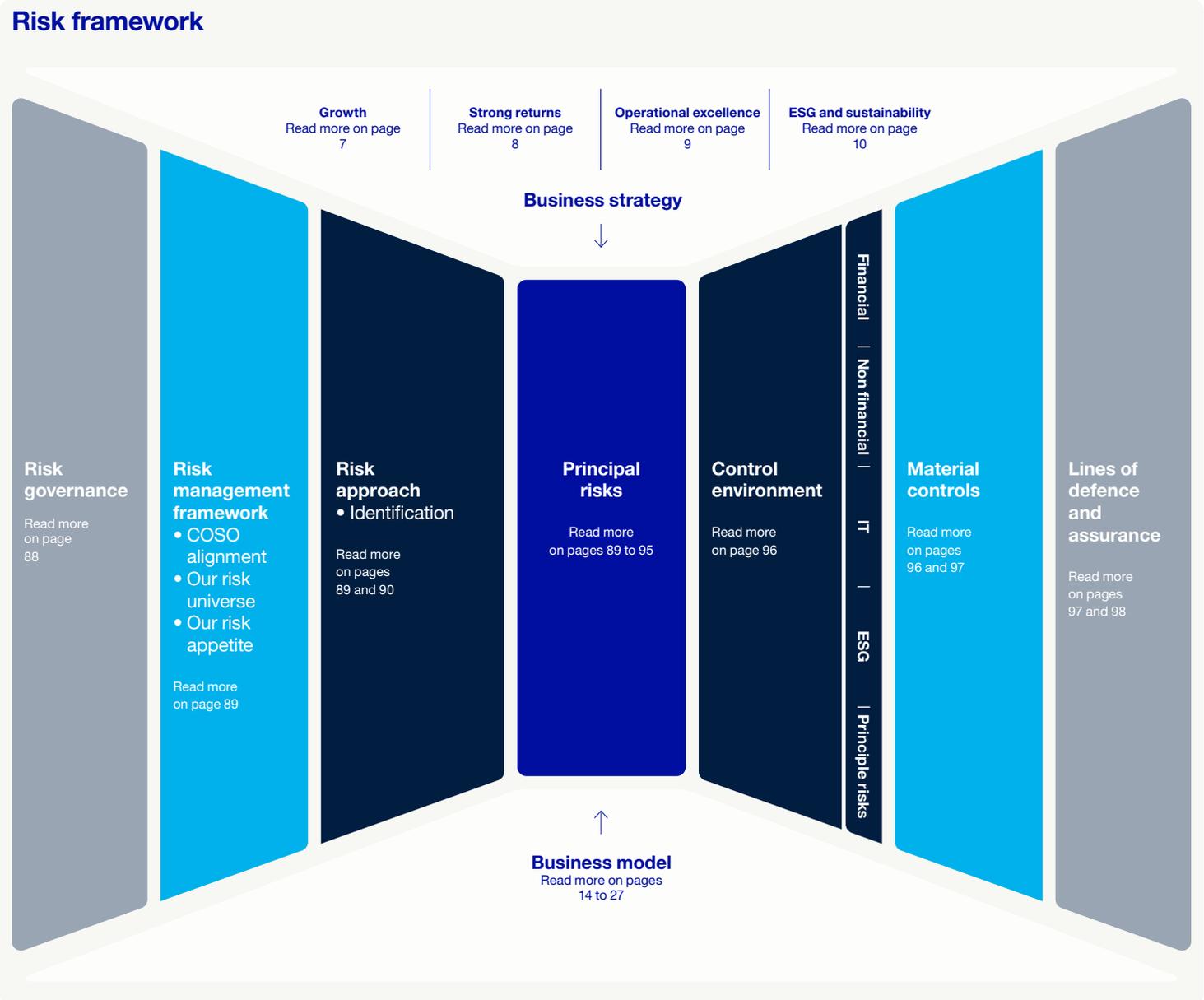
Risk Management and Internal Controls

## Managing risks and opportunities from subsea to space

We operate in a complex global environment, which is highly regulated and demands high specification products across a wide product portfolio that meet stringent quality criteria.

Hunting's risk management and internal control processes are designed to appropriately mitigate risks inherent in this sector while allowing the Group to deliver its strategic objectives and sustainable shareholder value.

Effective management of risks is essential to achieving the Group's strategic objectives and safeguarding long-term value.



## Risk Management and Internal Controls continued

## Risk Governance

### Board

The Board has overall responsibility for determining the nature and extent of the risks the Group is willing to take and ensuring that risks are managed effectively across the Group.

Risk is considered regularly at Board and Committee meetings and reviewed (including emerging risks) within business planning and the annual strategy review. The Board delegates oversight of certain risk activities to the Audit and Risk Committee.

In preparation for the introduction of Provision 29 of the UK Corporate Governance Code, which takes effect for the 2026 year-end, the Board will monitor and review the effectiveness of the Group's risk management and internal control framework. The Board will, when next reporting, make a declaration on material controls (financial, operational, reporting, and legal and compliance) were effective at the 2026 year-end balance sheet date and will outline any actions required where controls did not operate as intended.

### Audit and Risk Committee

The Committee regularly receives reports on internal controls, monitors key risks identified by risk assessment processes, and ensures appropriate actions follow risk and control findings.

It reviews and evaluates the effectiveness of the Group's risk and internal control framework, supported by insights from the Ethics and Sustainability Committee, Internal Controls Committee and the Remuneration Committee. The Committee reports any findings to the Board twice a year.

### Ethics and Sustainability Committee

The Ethics and Sustainability Committee oversees the Group's approach to climate resilience, transition planning, and workplace environment, including quality and health and safety. Its remit includes ensuring alignment with the Task Force on Climate-related Financial Disclosures ("TCFD") framework and monitoring developments under the International Sustainability Standards Board ("ISSB"), including IFRS S1 and S2. The Committee also tracks emerging Sustainability Reporting Standards ("SRS") and anticipated changes in environmental legislation and regulation to maintain compliance and strengthen governance.

This proactive approach ensures that climate-related risks, opportunities, and disclosures are integrated into strategy and reporting, supporting transparency and resilience.

### Remuneration Committee

The Remuneration Committee ensures that risk management and the Company's risk culture are integral considerations in determining the Directors' Remuneration Policy and annual compensation outcomes. Behavioural risks from target-based incentives are identified and mitigated, and Risk Appetite considerations are embedded to align incentives with prudent risk taking.

### Approach

Hunting's approach prioritises early identification of material risks; proactive mitigation as required, given the Company's risk appetite, before they occur; and effective response if they crystallise. Reporting is structured to escalate key issues through management to the Board, ensuring timely oversight. Risks are monitored regularly, associated action plans are reviewed, and information is captured through established management control procedures.

In line with the UK Corporate Governance Code, the Board reviewed the effectiveness of the Group's risk management and internal controls, including material financial, operational, reporting, legal and compliance controls. Confirming that the system of internal controls were in place throughout 2025 and to the date of this report. As with any system, controls provide reasonable, not absolute, assurance.

### Process

Responsibility for risk identification, analysis, evaluation and mitigation rests with business unit management, supported by the Group Risk function, acting as a challenger to ensure robust governance. Hunting operates a decentralised risk management philosophy where local teams manage market specific risks, complemented by Group-level rigorous pressure testing of risk assessments and mitigation strategies. This approach is complemented by Group-level oversight through the Audit and Risk Committee, which reviews principal and emerging risks bi-annually. This supports compliance with the UK Corporate Governance Code, reinforcing robust controls and governance while enabling Hunting to pursue opportunities in a dynamic external environment.

### Reporting on our risks

Principal risks identified at Group and segment levels are consolidated into the Group Risk Register. The Audit and Risk Committee challenges principal risks and mitigations twice a year. Top business risks are reported bi-annually to the Executive Committee aligning bottom up and top down perspectives. Each risk has an executive owner supported by local management.

### Managing our risks – internal controls

The Board conducts an annual review of the effectiveness of the Group's risk management and internal control framework.

Each operational segment, supported by the Group's Risk Manager, maintains detailed risk registers that capture key risks, their characteristics, and mitigation strategies. Ownership and accountability are embedded: every risk is assigned both an operational segment and an executive owner. Registers are refreshed twice yearly to identify and incorporate emerging risks, such as cyber threats and regulatory changes, and inform the Group's most significant risks reported to the Executive Committee and the Board. This process underpins the Board's principal risk assessment and provides assurance over the robustness of the control environment.

Each business unit operates robust systems of controls and processes aligned with the Group Manual and local regulatory requirements. Strategic plans, annual budgets, and long-term viability projections are presented to the Board, forming the basis for performance monitoring and supporting the Viability Statement, which considers both principal and emerging risks.

During the year, an Internal Controls Committee, a sub-committee that reports directly to the Executive Committee was established to strengthen oversight by:

- Reviewing significant changes to the Group Manual and Delegation of Authority;
- Assessing reports on the effectiveness of material controls;
- Monitoring remedial actions in response to identified control deficiencies; and
- Reviewing risk and fraud-related reports and their impact on the control environment.

The organisation has robust governance arrangements in place, with the Executive Committee and the Audit and Risk Committee overseeing the timely remediation of any control findings.

## Risk Management and Internal Controls continued

**Risk management framework (“RMF”)**

The RMF defines our end-to-end process to identify, prioritise, respond to and monitor significant risks and themes. Culture and leadership are central, with tone from the top reinforcing shared values. Capability is strengthened via targeted training (e.g. cyber security) and control awareness. The risk management and internal controls framework is illustrated in the diagram on page 98.

**Strengthening our risk management framework in 2025**

We focused on continuous improvements, dynamic data collection, and improved communication to enhance business and strategic value, through the following:

- Introduced the Risk Universe across the Group and businesses; established baseline Risk Registers for five operating segments and Group functions for consistent assessment.
- Implemented Governance Risk and Compliance software (AuditBoard) to align risks, mitigations and controls.
- Completed a Group-level risk assessment integrating strategic and operational risks, both principal and emerging.
- Re-worded and standardised risk-scoring criteria to improve clarity, contextual alignment, and across the Group consistency in assessment and reporting.
- Established the Internal Controls Committee, a committee that reports directly to the Executive Committee.

**Enterprise risk management (“ERM”) and COSO alignment**

Hunting’s risk management framework is designed to incorporate the principles of the Committee of Sponsoring Organisations of the Treadway Commission (“COSO”) ERM framework.

This approach ensures that risk management is embedded across the organisation and integrated with strategy-setting and performance management. COSO’s core components: governance and culture; strategy and objective-setting; performance; review and revision; and information, communication and reporting, are reflected in Hunting’s processes, enabling a structured and proactive approach to identifying, assessing, and mitigating risks.

The Board sets the tone from the top, defining risk appetite and overseeing the effectiveness of internal controls.

**Risk universe**

In 2025, Hunting introduced a formal Risk Universe, capturing the full spectrum of risks across strategic, operational, financial, legal and compliance categories. This initiative standardises risk assessment across all segments, ensuring comparability and transparency.

Baseline risk registers have been implemented at both Group and operating segment levels, forming the foundation for the consolidated Group Risk Register. Principal risks, those that could threaten Hunting’s business model, future performance, solvency, liquidity, or reputation, are identified through a combination of bottom-up and top-down assessments and are reviewed regularly by the Board.

Emerging risks, such as AI-related cyber threats, regulatory uncertainty, and energy transition challenges, are monitored through structured horizon scanning and incorporated into bi-annual risk assessments.

**Risk appetite and tolerance**

Risk appetite defines the level of risk Hunting is willing to accept in pursuit of its strategic objectives, while risk tolerance sets the boundaries for operational decision-making. Hunting’s appetite varies by risk category:

- Strategic risks (e.g., market consolidation, commodity price volatility): Moderate to High, reflecting the need to pursue growth while maintaining resilience.
- Operational risks (e.g. health and safety, product quality): Low, consistent with Hunting’s commitment to zero incidents and uncompromising quality standards.
- Legal and compliance risks: Very low, given the potential reputational and regulatory consequences.
- Cyber security and IT risks: Very low, supported by robust controls and continuous investment in security measures.
- Financial: Low, maintaining a prudent financial strategy ensuring stability and sustainable growth.

**Monitoring and linkage**

Appetite statements are reviewed annually by the Board; and breaches and near misses are reported to the Executive Committee and the Audit and Risk Committee. Incentive design incorporates risk considerations to align behaviour with appetite.

**Principal risks**

The extent of Hunting’s exposure to each principal risk evolves over time, with movements in risk ratings driven by changes in external factors and by the effectiveness of the Group’s internal control environment in mitigating these risks. The Group’s principal risks, which are set out in the following pages, are presented individually; however, the Board recognises the interdependencies between them, as internal and external events frequently influence multiple risks simultaneously. These interconnections, along with a detailed overview of each risk, including the controls in place, the actions taken during the year, and the reasons for any changes, inform the Board’s overall assessment of risk impact on the Group.

**Principal and emerging risks**

The Board carried out an assessment of principal and emerging risks, those that could threaten our strategy, business model, future performance, solvency, liquidity or reputation, based on likelihood, impact and timescale. A detailed description of principal risks, impacts and mitigations strategies is provided on pages 91 to 95.

Principal risks and stress testing outcomes inform the Board’s Viability Statement, including the assessment horizon and assumptions consistent with FRC guidance.

Climate-related transition and physical risks are evaluated under the TCFD framework across the governance, strategy, risk management, and metrics and targets pillars. We continue to monitor the UK-endorsed ISSB standards (IFRS S1 and S2) to understand implications for future adoption and assurance.

Risk Management and Internal Controls continued

Emerging risks are identified through bi-annual risk assessments and structured processes, including horizon scanning, industry analysis, and stakeholder engagement. Management also monitors external commentary, regulatory trends, and insights from insurers and advisers. Shareholder activism has also been recognised as a potential threat to the business model, reflecting the increasing influence of investor expectations on governance, strategy, and capital allocation.

Current emerging risks include:

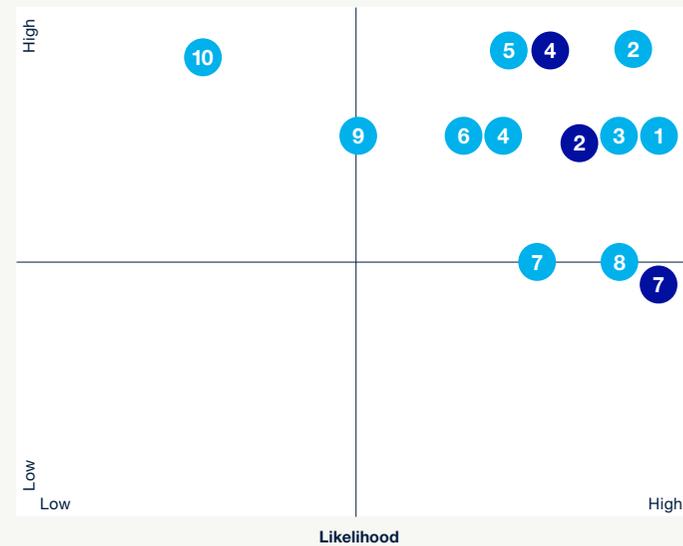
**Artificial intelligence (AI):** potential privacy and cyber risks, alongside opportunities for operational efficiency.

**Regulatory and legal uncertainty:** driven by global political shifts, increasing compliance costs, and evolving governance requirements.

**Change management risks:** associated with acquisitions and joint ventures, including regulatory and cultural integration challenges, as well as succession planning and potential workforce impacts from reduction-in-force (“RIF”) activities.

**Energy transition:** impact on product demand and supply chains including TCFD and ISSB alignment.

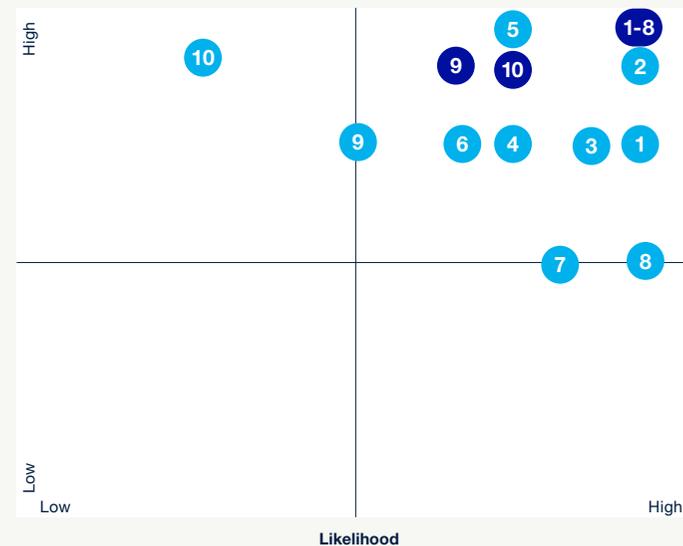
Movement in risks (post-control) during the year



● Current status  
● Prior year status

- 1 Increased competition and market consolidation
- 2 Geopolitical instability
- 3 Adverse movement in commodity prices
- 4 Information technology and cyber security
- 5 Our ability to achieve our strategic goals
- 6 Legal and compliance
- 7 Loss of key executives or staff and shortage of key staff
- 8 Climate change and energy transition
- 9 Product quality and reliability
- 10 Work environment issues including health and safety

Effectiveness of internal controls



● Post-control status  
● Pre-control status

## Risk Management and Internal Controls continued

1

**Increased competition and market consolidation****Risk category**

Strategic

**Change from last year****Link to strategy****Risk description**

The market for goods and services to oil and gas drilling companies remains highly competitive, with aggressive pricing strategies and ongoing consolidation placing pressure across our products groups and operating segments.

Some competitors also act as customers or suppliers for other products, increasing complexity and potential impact.

Intense competition for raw materials and components continues to challenge supply chain resilience, as securing materials and labour remains difficult amid global constraints and market tightness.

Rapid technological and process advancements, including AI-driven efficiencies, require continuous innovation to avoid revenue and market share erosion. Ongoing industry consolidation also has the potential to impact our operations and financial results.

**Key mitigations**

The Group continually assesses merger and acquisition opportunities and invests in research and development to drive technological advancement and maintain a strong, evolving product portfolio. Our commitment to high-quality standards helps mitigate pricing pressure, while strong customer relationships, an expanded offering and strategic alliances support competitiveness and long-term growth.

Management continues to strengthen supply chain resilience and has implemented structured training programmes to enhance new machinist proficiency and improve operational efficiency.

**Key changes during 2025**

The Group continues to widen its product offering through organic and inorganic investments. In the year, we acquired the FES and OOR businesses to broaden our product offering through the investment cycle of a producing well, as detailed within the Chief Executive's Report on pages 28 to 31.

Hunting's operations continue to be established close to their end-markets, which traditionally enables the Group to offer reduced lead-times and a focused product range appropriate to each region. In the year we opened a larger facility in Dubai, UAE, to drive new business opportunities through the Middle East, while also transferring well testing and well intervention manufacturing capabilities to be closer to our end-customers.

Amid supply chain constraints and a tight labour market, management continues to work closely with customers to encourage earlier order placement and to agree longer lead-times where necessary.

2

**Geopolitical instability****Risk category**

Operational

**Change from last year****Link to strategy****Risk description**

Global uncertainty persists, driven by geopolitical tensions, political fragmentation and shifting power dynamics. Escalating trade and technology disputes, broadening sanctions and increased tariffs continue to disrupt global supply chains and drive input-cost volatility.

As drilling activity shifts geographically, Hunting's products and services must remain aligned with where drilling companies choose to operate. The Group focuses on establishing local operations in strategic, stable conditions while avoiding highly volatile environments. Geographic diversification supported by growth initiatives in high potential regions such as India remains central to the Group's long-term strategy. All market entry and expansion decisions undergo rigorous economic, regulatory and geopolitical risk evaluation. The Board anticipates geopolitical and trade volatility will persist into 2026 amid evolving sanctions, regional conflict and shifts in industrial policy. Monitoring and escalation processes have been strengthened to enable timely responses to emerging risks.

**Key mitigations**

The Board and management actively monitor geopolitical developments, sanctions regimes and trade measures to support timely operational decision-making and protect supply continuity. Robust sanctions-compliance procedures are maintained to prevent engagement with high-risk jurisdictions, entities or counterparties.

Macroeconomic and energy market indicators are regularly assessed to align capacity with regional demand. Ongoing supply chain diversification initiatives, including through the Group's joint venture, Jindal Hunting Energy Services Limited, continue to reduce reliance on Chinese mills for export business.

Disciplined geographic expansion supports a balanced and resilient global footprint. Further details of the Group's geographic exposure are provided on pages 32 to 47.

**Key changes during 2025**

Geopolitical developments remained a defining feature of the operating environment during 2025, contributing to oil price volatility, supply chain disruption and shifts in political alignment. The introduction of the US "Liberation Day" tariff measures in April 2025 triggered rapid trade realignments, increasing exposure to retaliatory actions, cost inflation and cross-border supply chain reconfiguration. Measures targeting Iran's oil export networks further increased volatility across global energy markets.

Geopolitical risks have also risen since the start of 2026, in respect to Venezuela, Greenland and Iran, which has also impacted commodity prices.

## Risk Management and Internal Controls continued

3

**Adverse movement  
in commodity prices****Risk category**

Strategic

**Change from last year****Link to strategy****Risk description**

Hunting remains exposed to fluctuations in oil and gas prices, which continue to be a primary driver of demand for the Group's products and services. Ongoing volatility in both energy and raw material prices presents sustained risks across our global operations.

Oil and gas exploration companies may scale back or suspend operations if prices fall below economic thresholds directly impacting Hunting's order volumes.

Recent trends, including moderating global demand growth and increased production from non-OPEC+ countries, have intensified pricing pressure. This contributed to OPEC+ unwinding production cuts during the year, leading to lower oil prices and reduced sector investment.

Adverse commodity price movements also heighten shale-drilling exposure and influence investment decisions across the wider energy industry.

**Key mitigations**

As outlined at the 2023 Capital Markets Day, the Group has signalled its intention to pivot towards offshore/subsea and non-oil and gas end-markets. The subsea segment of the industry is longer cycle and is less sensitive to swings in the oil and gas price, as projects can be multi-decade investments.

More broadly, the Group also targets product portfolio spanning the entire wellbore life cycle ensuring demands across multiple phases of drilling and completion. To anticipate changes in activity levels, the Board and management closely monitor market reports on current and forecast activity associated with each phase of the wellbore life cycle.

The Group's strategic, but measured, diversification into non-oil and gas markets, including geothermal and carbon capture, helps reduce exposure to sector-specific risks.

In addition, there is ongoing investment in automation, robotics and advanced manufacturing technologies support cost efficiencies and mitigating margin pressure.

**Key changes during 2025**

Commodity price volatility remained elevated throughout 2025, driven by geopolitical uncertainty, supply-demand imbalances, and macroeconomic pressures.

Oil price forecasts and geopolitical uncertainty continue to exert significant influence on Hunting's operations, share price, and the wider industry. As a result, this risk continues to be considered top priority and remains subject to close monitoring by the Board and management with diversification and cost-control initiatives forming a central part of the Group's strategic response.

4

**Information technology  
and cyber security****Risk category**

Operational

**Change from last year****Link to strategy****Risk description**

Hunting's operations depend on secure and resilient IT systems, making cyber security a critical priority. Risks range from high-impact cyber attacks, data breaches, network and server outage to the emerging risks, challenges and opportunities presented by AI.

Due to the ever-present and increasing sophistication risk of cyber attacks, combined with Hunting's global footprint and, acquisition activity, IT and cyber security continues to elevate this risk.

Through increased IT system consolidation, enhanced disaster recovery procedures, ongoing business analysis, cyber awareness training, regular monitoring, content filtering, domain name system ("DNS") security solutions, and improvements in communication, risk mitigation has grown significantly over the past several years and most components of the risk have lowered net risk likelihoods although cyber attack risk continues to remain high.

**Key mitigations**

Risks associated with cyber security range from loss of control of financial data, reputational damage and lost client and supplier trust, and financial loss.

Hunting takes a proactive approach to cyber security through initiatives such as the annual Cyber Security Summit and tabletop exercises to strengthen crisis response.

Key mitigating actions include the introduction of an AI policy, regular monitoring, strengthened access management, back-ups and offsite servers and disaster recovery procedures including security awareness training, secure mail gateway, content filtering, and DNS security solutions. The ongoing efforts have led Hunting to align more strongly with industry benchmarks through working partnerships with top-tier industry specialists.

**Key changes during 2025**

Cyber security risk remained heightened throughout 2025, driven by the growing sophistication of AI-enabled attacks and external threat factors. In response, Hunting strengthened its mitigation efforts with a focus on human behaviour, addressing negligence and error through enhanced training and phishing simulations.

Cyber security training continues to evolve, supported by phishing simulation campaigns and the introduction of AI-focused training. With enhanced leadership engagement and a clear tone from the top on IT risk, the Group's cyber risk culture and overall awareness is steadily improving.

## Risk Management and Internal Controls continued

5

**Our ability to achieve our strategic goals****Risk category**

Strategic

**Change from last year****Link to strategy**

Growth



Strong returns



Operational excellence



ESG and sustainability

**Risk description**

Hunting's ability to deliver its strategic goals relies on effective execution in the face of both internal and external challenges. These factors present not only risks but also meaningful opportunities. The Group set out a clear strategy and long-term growth ambitions to investors at its Capital Markets Day in 2023, and successful delivery now depends on executing those plans, including meeting financial targets for profitability and cash generation.

With public targets, strategy execution is closely linked with share price and not meeting financial targets communicated to shareholders could impact investor confidence. Despite the risk score remaining in line with the prior year, this risk has been escalated due to its significance and the inclusion of key sub-risks, notably merger and acquisition, R&D and execution risk.

Internal and external risks could cause Hunting to miss financial and acquisition targets previously communicated to shareholders. This could impact investor confidence and, therefore, impact the Hunting share price. Additionally, Hunting has a range of external stakeholders and shareholders, whose interests and definitions of success vary. There is a risk that our definition of success is not aligned to the changing external perspective.

**Key mitigations**

Hunting's Capital Markets Day enabled the sharing of strategy and long-term goals to inform the market. Increased focus on continuously developing investor and analyst relations further influenced the ongoing collection of market intelligence to enable Hunting to address any change in shareholder expectations more quickly.

**Key changes during 2025**

Hunting achieved several strategic milestones during the year, support by stronger operational performance across the OCTG and Perforating Systems product groups.

The acquisition of the FES and OOR businesses, strengthened our technology and subsea capabilities. These acquisitions support our strategic goals, broaden our market reach, and accelerate progress toward key targets.

Strong cash generation in the year led to improvements in free cash flow and a positive total cash position, which contribute to considerable balance sheet strength.

A continued priority is maintaining a sharper focus on monitoring both the internal and external environment, together with evolving stakeholder expectations.

6

**Legal and compliance risk****Risk category**

Legal and compliance

**Change from last year****Link to strategy**

Operational excellence



ESG and sustainability

**Risk description**

Hunting operates across multiple jurisdictions with complex and evolving regulatory frameworks, creating an ongoing risk of non-compliance. This risk remains significant due to factors such as acquisition activity, entry into new markets, and rapid changes in global compliance requirements.

External drivers include increased tax and labour regulations, heightened climate-related requirements, and changing international standards such as TCFD and ISSB reporting.

Emerging risks encompass fragmented global data governance frameworks, mandatory cyber security disclosure requirements and increasing regulatory scrutiny on ESG practices.

Climate regulation continues to vary significantly across jurisdictions, influencing shareholder expectations, particularly between the US and the UK. Hunting maintains a comprehensive legal and compliance framework to manage regulatory, contractual, and tax-related risks across global operations. Continuous monitoring and increased internal resources have strengthened our ability to track evolving regulatory requirements and maintain compliance.

**Key mitigations**

Hunting utilises a third-party Supply Chain Code of Conduct to define our principles and compliance expectations for all suppliers.

At the same time, we issued a revised Group Manual to strengthen governance and ensure consistent application of policies across all operations.

**Key changes during 2025**

Some components of legal and compliance risk increased owing to a combination of internal and external factors. The Group remains focused on strengthening its mitigation measures, including enhanced management of tax and compliance matters in a rapidly evolving global environment. Greater emphasis has been placed on contract standardisation and rigorous contractual due diligence, particularly when entering new markets. Processes have also been improved for acquisitions, joint ventures, and other non-routine business activities, ensuring that legal, regulatory, and compliance considerations are embedded early and consistently. To support these efforts, additional training for relevant stakeholders has been introduced and continues to be rolled out.

## Risk Management and Internal Controls continued

7

**Loss of key executives or staff and shortage of key staff****Risk category**

Strategic

**Change from last year****Link to strategy**

Growth

Operational  
excellenceESG and  
sustainability**Risk description**

The Group relies heavily on the continued service of key executives and senior management, whose commercial, engineering, technical, and financial expertise is critical to our success. Robust succession planning for these roles is essential to maintain continuity of effective leadership.

Similarly, skilled labour, particularly machinists, is vital to our operations. Shortages could compromise product quality in the short term. Global competition for skilled labour remains intense across the industry; however, Hunting benefits from above-average retention rates and tenure, which help reduce this risk, supported by targeted recruitment, training programmes and leadership development initiatives.

Details of executive Director remuneration are provided in the Remuneration Committee Report on pages 127 to 143.

**Key mitigations**

Hunting actively manages talent risk through robust succession planning and competitive remuneration practices. Executive and senior leadership roles are supported by documented succession plans, engagement with executive search consultants, and coaching for internal successors.

Remuneration packages are regularly reviewed to align with market benchmarks and include healthcare, pension arrangements, and long-term incentive plans. External consultants provide guidance on best practices, while new pension arrangements and enhanced benefits have been introduced in key regions.

Executive management and leadership development programmes have been implemented across the US and are being expanded globally to strengthen internal talent pipelines. Technical training, professional development pathways and upskilling initiatives continue to be rolled out to support capability building across all levels of the organisation.

**Key changes during 2025**

Retention and development of senior management remain key priorities across the Group.

Recruitment of machinists and operators is also essential, to meet evolving technical requirements, while global shortages of skilled labour continued to present challenges. To address these challenges, Hunting enhanced succession planning and leadership development programmes across all regions.

These initiatives were strengthened following recent restructuring activities and are designed to support growth targets, talent retention, and long-term organisational resilience.

8

**Climate change and energy transition****Risk category**

Strategic

**Change from last year****Link to strategy**

Growth

Strong  
returnsESG and  
sustainability**Risk description**

Failure to adapt to climate change and the energy transition, or to mitigate Hunting's environmental impact, could significantly damage the Group's reputation and lead to financial and strategic challenges, including access to capital.

Hunting's exposure to climate-related risk is driven by long-term revenue risk arising from the global shift away from oil and gas, in addition to regulatory requirements and reputational considerations. These risks include increasingly stringent climate disclosure obligations, investor scrutiny, and funding constraints as financial institutions reduce lending to oil and gas businesses. Physical risks have also intensified, with extreme weather events causing operational disruptions, including IT network outages and periodic flooding which has stopped employees from getting to work.

Financial and reputational pressures continue to grow due to heightened stakeholder scrutiny of climate-mitigation efforts.

Funding risk is increasing as the sector faces reduced access to borrowing, and legal and compliance risk is rising as governments introduce more ambitious climate targets and reporting standards such as TCFD and ISSB.

The Group's environmental, climate and TCFD disclosures are provided on pages 25, 64 to 68, and 74 to 86.

**Key mitigations**

The Group takes its environmental commitments seriously and has implemented a range of measures to manage climate-related risks and support the energy transition. An ESG Steering Group oversees sustainability initiatives and monitors evolving disclosure requirements, including TCFD and related standards.

In 2025, the Group expanded scope 3 data collection, with all operating segments now reporting scope 1, 2 and 3 emissions. To proactively identify and manage potential climate-related risks, an annual climate-risk assessment is conducted across all operating segment to evaluate long-term exposure under multiple scenarios.

**Key changes during 2025**

The Hunting 2030 Strategy underpins long-term environmental objectives, complemented by marketing and operational plans that integrate climate considerations into business decisions. This includes long-term investment in geothermal and carbon capture opportunities.

To strengthen alignment between risk management and climate risk, climate-risk assessments have been enhanced, questionnaire quality improved, and climate-related risks more effectively embedded into both Group-level and operating segment risk registers.

Risk Management and Internal Controls continued

**9**  
**Product quality and reliability**

**Risk category**

Operational

**Change from last year**



**Link to strategy**



Growth



Strong returns



Operational excellence

**Risk description**

The Group has an established reputation for producing high-quality products across many specialist and niche environments. A failure of any one of these products could adversely impact the Group's reputation and demand for the Group's entire range of products and services.

The risk of not developing or innovating products or differentiating existing products could have an adverse effect on our ability to respond to customers' needs, which could result in a loss of customers and/or our competitors developing competitive products, adversely affecting our future success and profitability.

**Key mitigations**

Hunting enforces strict quality assurance standards across all operations under the oversight of the Quality Assurance Director, who reports directly to the Chief Executive.

Key mitigation measures include strict adherence to the Group's Quality Management System, enhanced quality assurance programmes led by the Quality Assurance Director, competency-based training, and ongoing capital investment to replace ageing equipment. Regular cross-functional collaboration between manufacturing, engineering, and quality teams ensures early detection and resolution of potential issues. Ongoing capital investment in modern equipment further strengthens product reliability. These measures collectively safeguard Hunting's reputation for delivering high-quality products and mitigate risks associated with product failure.

**Key changes during 2025**

The risk of product quality or reliability remained unchanged during the year, with no significant issues raised by the Group's customers or during the Board's internal monitoring process.

The Group's commitment to product quality is detailed on page 63.

**10**  
**Work environment issues, including health and safety**

**Risk category**

Operational

**Change from last year**



**Link to strategy**



Operational excellence



ESG and sustainability

**Risk description**

Due to the broad nature of Hunting's activities and the jurisdictions in which the Group operates, exposure to Health, Safety, and Environmental ("HSE") risks remain significant.

The Group's exposure to risk, therefore, includes the potential for the occurrence of a reportable incident, the financial risk of a breach of HSE regulations, and the risk of unexpected compliance expenditure whenever a law or regulation is renewed or enhanced.

**Key mitigations**

The Board is committed to achieving zero incidents and full compliance with all applicable laws and regulations in every jurisdiction where the Group operates. Each facility is overseen by a dedicated Health and Safety Officer responsible for ensuring adherence to current and newly issued HSE compliance standards. Local management places particular emphasis on training new employees in Hunting's stringent safety procedures to maintain a strong safety culture.

The Board receives a comprehensive Group HSE compliance report at every meeting, ensuring continuous oversight and accountability.

The Group's Health and Safety performance is detailed on pages 61 and 62.

**Key changes during 2025**

The Group recorded a HSE total recordable incident rate of 0.75 in the year. This particular risk pertaining to HSE incidents, remains relatively low, post-control review.

During the year, the Group regrettably recorded a fatality involving a contractor, the first such incident in many decades. The Board oversaw a comprehensive root cause analysis, conducted by the Global Director of QAHSE, and management implemented remedial actions immediately to strengthen safety controls and prevent recurrence. The Board received detailed reports and assurance that all identified risks were addressed, reaffirming our commitment to the highest standards of health and safety.

Health and safety performance is monitored closely, with reports presented to the Board quarterly and in-depth reviews conducted by the Ethics and Sustainability Committee twice a year.

## Risk Management and Internal Controls continued

### Control environment and compliance with UK Corporate Governance Code (Provision 29)

Hunting's control environment is designed to safeguard assets, ensure accurate and reliable reporting, and support the delivery of strategic objectives.

The Board maintains overall responsibility for monitoring and reviewing the effectiveness of risk management and internal controls, with regular oversight by the Audit and Risk Committee.

#### Work completed in 2025 – Provision 29 readiness

During 2025, the Group strengthened its governance framework in line with the UK Corporate Governance Code, in respect of the new requirements of Provision 29.

Hunting's framework anchors material controls to principal risks, integrates bottom-up business unit registers with a Group level assessment, and uses AuditBoard to capture evidence, testing, and action tracking.

Throughout the year, Hunting enhanced its assurance model by formalising the three lines of defence and establishing the Internal Control Committee. This committee met to review material controls, monitor remediation progress, assess reporting quality, and set the cadence for assurance activities in 2026.

The introduction of the Risk Universe provided baseline registers across segments, enabling consistent risk assessment and comparability.

Material controls were refined into a clearly defined set, aligned to principal risks and mapped to the Group Manual, with completeness validated against external benchmarks.

The annual financial controls self-assessment, now fully integrated into AuditBoard, confirmed the strength and reliability of the Group's control environment.

Internal Audit complemented this by completing design and effectiveness reviews in priority locations, supporting investigations, and initiating independent testing of material controls to underpin compliance with Provision 29.

Deloitte updated the full-year 2025 audit plan, reviewed the approach to material controls and control reliance, completed component visits and provided interim feedback on D365 implementations, revenue recognition, inventory valuation, management override of safeguards, and restructuring disclosures.

#### Planned and agreed actions for 2026

Looking ahead to 2026, the Board approved a balanced assurance approach with twice-yearly reporting to the Audit and Risk Committee.

Second-line design and effectiveness testing of material and key financial controls, governance controls and IT general controls will be completed by mid-year and year-end, with independent testing of material controls reported in February and August.

Material controls will be refreshed and presented for approval in April, incorporating risk movements and lessons learned. Non-financial information assurance will continue in 2026 and consideration given to expanding the scope of work to include a broader set of metrics.

Technology enablement will deepen as D365 Phase 2 standardises configuration and workflows, strengthening segregation of duties and automated controls, while AuditBoard provides real-time evidence, grading and close-out tracking for findings.

Enhanced scenario testing will be applied to financial reporting cut-off, project accounting, supplier master change controls, inventory valuation, cyber event recovery and data integrity, and climate-related operational resilience, with results reported through the Internal Controls Committee and Audit and Risk Committee.

The 2026 year-end process will culminate in a Board-level assessment and a clear declaration on the effectiveness of material controls at the balance sheet date, aligned with Provision 29.

#### Three lines of defence ("TLoD") and reporting

The TLoD remain central to this model: operational management owns risks and controls; Group Finance, QAHSSE and other functions monitor, test, design and coordinate assurance; and Internal Audit provides independent reviews.

The Internal Controls Committee oversees this structure and reports outcomes to the Audit and Risk Committee and the Board.

#### Internal Controls Committee

The Internal Controls Committee, a sub-committee of the Executive Committee, was established in 2025. Two meetings have been held during the year to review material controls, remediation actions, and compliance with the assurance model. Reporting lines have been established to the Audit and Risk Committee for oversight.

### Overview of material controls

Hunting's control environment is underpinned by a clearly defined suite of material controls, designed to provide reasonable assurance over governance, financial reporting integrity, operational resilience, and compliance processes.

These controls are mapped to the Group's Principal Risks and embedded within the Group Manual, ensuring accountability, consistency, and transparency across all operations.

#### Identification and scope

In 2025, Hunting completed a comprehensive review of its control framework to prepare for compliance with Provision 29 of the UK Corporate Governance Code. This review identified 46 material controls, comprising:

- 34 Entity Level Controls ("ELCs"); and
- 12 Internal Controls over Financial Reporting ("ICFR")

These controls address the most significant risks facing the Group, including strategic, operational, legal and compliance, financial reporting, fraud, and IT resilience risks.

The scope reflects external benchmarks and peer analysis to ensure completeness and relevance.

#### Key features of the material controls framework

##### Entity-level controls ("ELCs"):

Include governance and oversight mechanisms such as Board-approved delegations of authority, M&A and investment policies, a whistleblowing programme, and annual assurance statements.

**Risk Management and Internal Controls** continued

These controls ensure strategic decisions, risk management, and compliance activities are executed within defined parameters and reported to the Internal Controls Committee and the Audit and Risk Committee.

**Financial reporting controls (“ICFR”):**

Controls over inventory valuation and existence, revenue cut-off, revenue recognition under IFRS 15, and journal entry approval processes mitigate risks of material misstatement.

These controls are supported by automated workflows within the Group’s ERP system (D365) and monitored through AuditBoard for real-time evidence capture and remediation tracking.

**IT general controls:**

Cyber security monitoring, disaster recovery planning, and segregation of duties within core systems form part of the Material Control set, reflecting the Group’s very low risk appetite for IT and cyber threats.

**Non-financial controls:**

Initial scope includes health and safety and product quality metrics. Future reviews will consider whether to expand the scope of metrics covered for 2027.

**Assurance and testing**

Hunting PLC applies the TLoD and assurance model as part of its internal control and assurance framework, which is aligned with the UK Corporate Governance Code and Provision 29 requirements.

The following outlines how the TLoD and assurance model work:

**First line of defence  
– operational management**

Role: Business units own and operate controls day-to-day.

**Key activities:**

Completion of operational assurance statements at half-year and year-end to confirm entity-level controls are functioning.

Annual self-assessment of internal controls over financial reporting (“ICFR”) via AuditBoard.

Direct responsibility for designing, implementing and evidencing controls linked to principal risks, including financial, operational, legal and compliance, and fraud risks.

**Second line of defence  
– oversight and monitoring**

Role: Group finance risk and controls team provides independent monitoring and testing.

**Key activities:**

Design and effectiveness testing of material and key controls (financial and non-financial).

Design and monitoring of entity-level controls and reporting to the Internal Controls Committee and the Audit and Risk Committee.

Use of AuditBoard for real-time tracking of remediation actions.

Includes internal IT specialists for general IT controls (“GITC”) and ERP configuration reviews.

**Third line of defence  
– independent assurance**

Role: Internal Audit delivers independent assurance to the Audit and Risk Committee.

**Key activities:**

- Testing of material controls and operational effectiveness.
- Process mapping and control documentation for high-risk units.
- Fraud investigations and compliance reviews.
- Support from external specialists for IT general controls and other technical areas.

**Assurance model**

Role: The assurance model is structured around these three lines, with clear accountability:

- Board and Audit and Risk Committee maintain overall oversight.
- Independent assurance combines internal audit and second-line reviews, supplemented by external IT specialists where needed.
- Testing of material controls is progressing, with full effectiveness reporting scheduled to be resolved during 2026.

**Board engagement and decision making – risk**

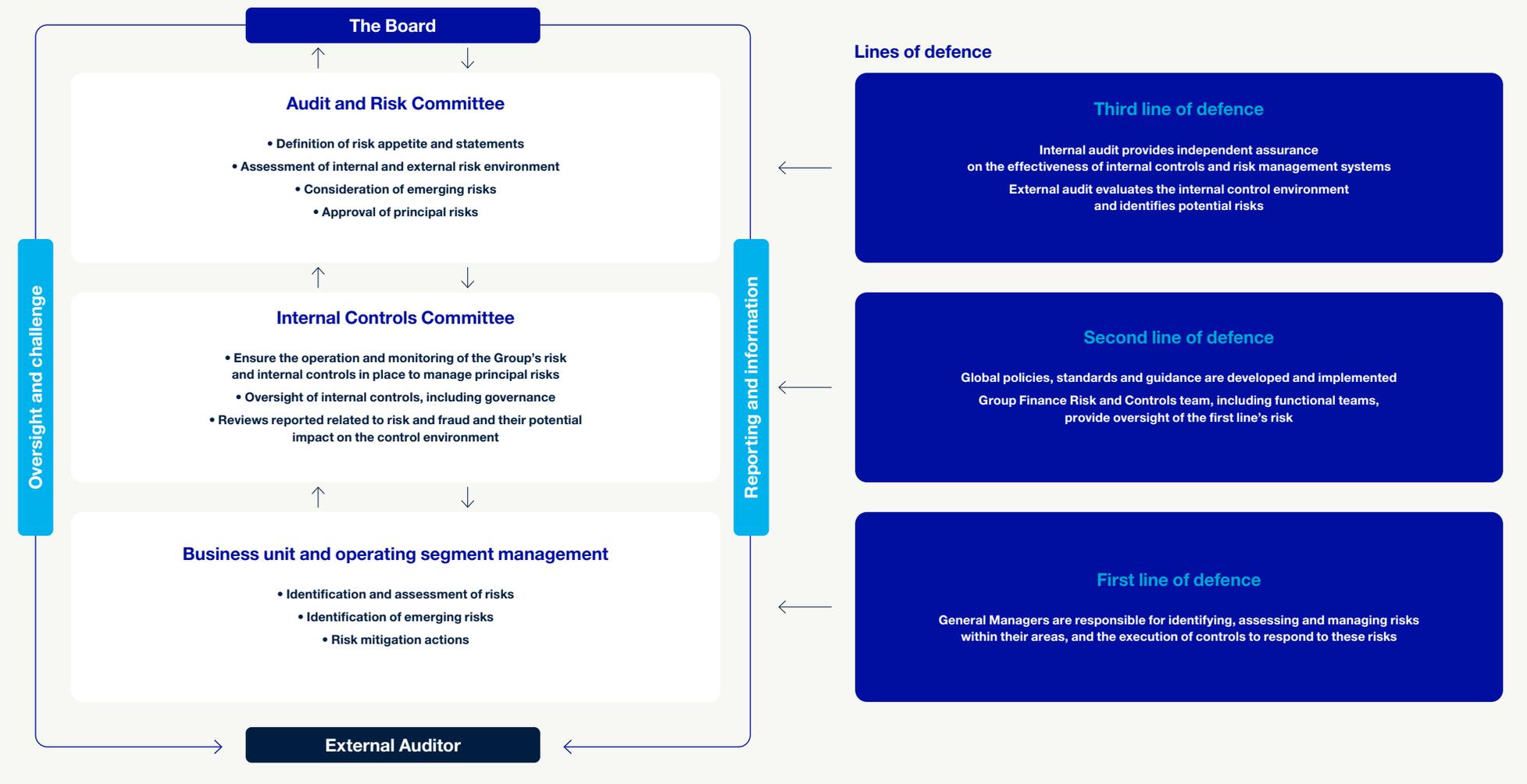
The Board maintains overall responsibility for monitoring and reviewing the effectiveness of risk management and internal controls, with regular oversight by the Audit and Risk Committee.

Risk Management and Internal Controls continued

### Three Lines of Defence model

For the effective oversight and support of risk management. Effective risk management drives better commercial decisions, protects assets and supports a growing, resilient and sustainable business. The TLoD model is designed to ensure each material control receives independent assurance from either the second or the third line, as appropriate.

#### Risk management approach and structure



# Viability Statement and Going Concern

## Viability Statement

### Introduction

As required by the 2024 UK Corporate Governance Code, the Board has undertaken an assessment of the prospects of the Group, taking into account the Group's current position and principal risks. This assessment considered the Group's prospects over a three-year period, as well as its ability to continue in operation and meet its liabilities as they fall due over that same period.

### Assessment period

The Group's customers are principally involved in the exploration for, and production of, oil and gas. Given the nature of the industry and the planning cycles involved, these activities can cover periods of no more than several weeks up to several years from start to end.

Hunting's management works closely with its customers to understand their operational plans and related capital expenditure programmes, with a natural focus on the earlier years in which projects will be in progress, or committed, and for which requirements for goods or services from Hunting will be more certain.

The outlook for the Group beyond this period is generated from management's assessment of industrial data and projections published by industry commentators and analysts, including statistics on exploration and production expenditure, footage drilled and rig activity. These macro, longer term forecasts are subject to significant volatility.

Due to the uncertainty in projecting forward any meaningful outlook beyond three years, the Group's bank funding facilities are generally limited to a similar period.

This enables the Group to reduce the risk of either being underfunded or over funded, thereby mitigating non-utilisation fees, beyond the foreseeable future by being able to negotiate new facilities to accommodate revised operational and strategic changes expected during that additional period.

In October 2024, the Group entered into an earnings-based facility comprising a revolving credit facility ("RCF") with an initial tenor of four years, expiring on 16 October 2028 and a three-year term loan.

The RCF was extended by an additional twelve months in 2025, and expires on 16 October 2029.

Financial projections beyond the facility term are too uncertain for the Group to commit to a longer facility.

The Group's treasury department generally aims to initiate negotiations for a facility renewal approximately twelve months before the maturity date and the most recent outlook would contribute to those discussions.

Taking these factors into consideration, the Board believes that a three-year forward-looking period, commencing on the date the financial statements are approved, is the appropriate length of time to reasonably assess the Group's viability.

### Long term prospects

The Group's prospects are primarily assessed through our strategic and planning processes. Performance against our annual strategic planning process is continuously monitored, and it underpins our business planning model.

We consider our sustainability and resilience of the business model over the long term, including liquidity, risks and solvency. This is supported by the risk management framework and internal control process.

This long-term prospect assessment is over a longer period than that over which the Board has assessed the Group's viability.

### Assessment

The nature of the Group's operations exposes the business to a variety of risks which are noted on pages 91 to 95. The Board regularly reviews the principal risks and assesses the appropriate controls and further actions as described on pages 88 and 89 given the Board's appetite for risk as described on page 89.

The Board has further considered their potential impact within the context of the Group's viability assessment.

In assessing the viability of the Group, the Board considered internal financial projections to the end of 2029 which made the following assumptions:

- global exploration and production spend, excluding Russia, China and Central Asia, is expected to rise by 31% from 2025 to 2029;
- demand for energy service products improves in the medium term, given the global outlook for oil and gas demand, which is driven by growth within emerging markets and sustained demand from developed markets. These are the fundamental drivers of Hunting's core business of manufacturing, supplying and distributing products and services which enable the extraction of oil and gas;

- the Group continues to widen its customer base beyond the oil and gas industry, including into non-oil and gas, aerospace, military and medical markets;
- the Group's cost base is expected to benefit from improved efficiency resulting from reductions in fixed costs, simplified management structures and back-office services, which together with the improved operating leverage, is expected to drive EBITDA margins up;
- the Group will continue to have a low to medium exposure to higher risk countries given the proportion of its current revenues and profits derived from politically stable regions such as North America, Europe, the Middle East and South East Asia.

A downside case of the financial projections was also produced to model a severe but plausible deterioration in market conditions relevant to the Group's principal risks.

The downside case models a reduction in revenue of between 10-15% per year in 2028 and 2029, and the resulting impact on EBITDA and total cash and bank/(borrowings), assuming a modest reduction in discretionary corporate cash outflows such as dividends and treasury share purchases.

If conditions were worse than anticipated in the downside case, corporate cash outflows, capital expenditure and operating costs would be reassessed resulting in additional financial flexibility.

In the downside scenario, the Group continued to generate cash and had significant headroom under its committed facilities and financial covenants.

**Viability Statement and Going Concern** continued**Liquidity and solvency**

In October 2024, the Group entered into a new earnings-based facility, comprising a \$200m revolving credit facility (RCF) and a \$100m term loan with a three-year tenor.

The RCF had been arranged with an initial tenor of four years, expiring on 16 October 2028. However, during 2025 the Group exercised its option to extend the contracted maturity date by an additional twelve-month term.

The RCF contains an accordion feature that allows the Group to increase the facility quantum by an additional \$100m (subject to further credit approval from the relevant lenders) enabling the Group to increase the total RCF quantum to \$300m. At 31 December 2025, the RCF was undrawn.

The term loan was fully drawn on signing of the facilities (with funding taking place on 18 October 2024). After an initial twelve-month period, amortisation of the term loan commenced in September 2025 with eight quarterly repayments of \$9.375m (with two payments made during 2025 on 30 September and 31 December) and a final \$25m repayment due on 30 September 2027.

At 31 December 2025, the Group had total cash and bank/(borrowings) of \$62.9m (NGM K) and an undrawn RCF.

The Group's internal financial projections indicate that the Group is expected to continue to deliver a cash positive position.

**Conclusion**

The Board believes that the Group's strategy for growth, its positive approach towards mitigating its impact on climate change, the diverse customer, supplier and product base, the resilience of its business model against the principal risks, the availability of borrowing facilities and the positive outlook for the oil and gas industry, in the medium term provide Hunting with a strong platform on which to continue its business.

The Directors therefore have a reasonable expectation that Hunting will be able to continue in operation and meet its liabilities as they fall due over the three-year period of their assessment.

**Going Concern**

Accounting standards require that Directors assess whether the entity is a going concern when preparing financial statements, and the Code requires that the Board should state whether it considers it appropriate to adopt the going concern basis of accounting in the financial statement preparation.

In conducting its review of the Group's ability to remain as a going concern, the Board considered the Group's recent trading performance and its latest forecasts and took account of reasonably predictable changes in future trading performance.

The Board also considered the principal risks faced by the Group and the potential financial impact of the estimates, judgements and assumptions that were used to prepare these financial statements and concluded that, given the significant financial headroom, the Group is able to maintain sufficient cash resources to meet its liabilities as they fall due over the twelve months following the date of approval of the financial statements.

The Board is also satisfied that no material uncertainties have been identified.

The Board is satisfied that it has conducted a robust review of the Group's going concern and has a high level of confidence that the Group has the necessary liquid resources to meet its liabilities as they fall due.

Consequently, the Board has considered it appropriate to adopt the going concern basis of accounting in preparing the financial statements.

# Directors' Report

## Statement of Directors' Responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors are required to prepare the group financial statements in accordance with UK-adopted international accounting standards. The Directors have chosen to prepare the parent Company financial statements under FRS 101 "Reduced Disclosure Framework" whereby the Company applies United Kingdom adopted international accounting standards with a reduced level of disclosure, with any necessary amendments made to ensure compliance with the Companies Act 2006. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, International Accounting Standard 1 requires that Directors:

- Properly select and apply accounting policies;
- Present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- Provide additional disclosures when compliance with the specific requirements of the financial reporting framework is insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- Make an assessment of the company's ability to continue as a going concern.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose, with reasonable accuracy at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Responsibility Statement

We confirm that to the best of our knowledge:

- The financial statements, prepared in accordance with the relevant financial reporting framework, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company and the undertakings included in the consolidation taken as a whole;
- The Strategic Report includes a fair review of the development and performance of the business and the position of the Company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face; and
- The Annual Report and Accounts, taken as a whole, are fair, balanced and understandable and provide the information necessary for shareholders to assess the Company's position, performance, business model and strategy.

This responsibility statement was approved by the Board of Directors at their meeting on Tuesday 3 March 2026.

## Directors

The Directors of the Company, as at the date of signing these accounts, are listed on pages 106 and 107.

## Powers of the Directors

Subject to the Articles, UK legislation, and any directions prescribed by resolution at a general meeting, the business of the Company is managed by the Board. The Articles may only be amended by special resolution at a general meeting of shareholders. Where class rights are varied, such amendments must be approved by the members of each class of share separately.

The Directors have been authorised to allot and issue Ordinary shares and to disapply statutory pre-emption rights. These powers are exercised under authority of resolutions of the Company passed at its AGM. During the financial year ended 31 December 2025, no Ordinary shares were issued pursuant to the Company's various share plans or for any other reason.

The Company has authority, renewed annually, to purchase up to 14.99% of the issued share capital. Any shares purchased will either be cancelled and the number of Ordinary shares in issue reduced accordingly, held in treasury, sold for cash, or (provided UK Listing Rule requirements are met) transferred for the purposes of, or pursuant to, an employee share scheme. These powers are effective for 15 months from the date of shareholder approval, or up to the next general meeting where new authority will be sought. During 2025, the Company purchased 7,219,478 Ordinary shares for cancellation at a total cost of \$33.9m. The Directors will be seeking a renewal for these powers at the 2026 AGM.

## Appointment and replacement of Directors

The rules about the appointment and replacement of Directors are contained within the Articles. On appointment, in accordance with the Articles, Directors may be appointed by a resolution of the Board but are then required to be reappointed by ordinary resolution by shareholders at the Company's next AGM.

## Directors' interests

Details of Directors' remuneration, service contracts, interests in the Company's shares, and share options and awards are set out in the Directors' Remuneration Policy and Annual Report on Remuneration, located at [www.huntingplc.com](http://www.huntingplc.com).

Further information regarding employee long-term incentive schemes is given in note 37 of the financial statements.

## Directors' conflict of interest

All Directors have a duty under the Companies Act 2006 to avoid a situation in which they have, or could have, a direct or indirect conflict of interest with the Company. The duty applies, in particular, to the exploitation of any property, information or opportunity, whether or not the Company could take advantage of it. The Articles provide a general power for the Board to authorise such conflicts.

Directors are not counted in the quorum for the authorisation of their own actual or potential conflicts. Authorisations granted are recorded by the Company Secretary in a register and are noted by the Board. On an ongoing basis, the Directors are responsible for informing the Company Secretary of any new, actual or potential conflicts that may arise, or if there are any changes in circumstances that may affect an authorisation previously given.

**Directors' Report** continued

Even when provided with authorisation, a Director is not absolved from his or her statutory duty to promote the success of the Company. If an actual conflict arises post-authorisation, the Board may choose to exclude the Director from receipt of the relevant information and participation in the debate, or suspend the Director from the Board, or, as a last resort, require the Director to resign.

As at 31 December 2025, no Director of the Company had any beneficial interest in the shares of Hunting's subsidiary companies.

**Auditors**

A resolution for the reappointment of Deloitte LLP as auditor to the Company and a resolution which gives the Audit and Risk Committee the authority to determine the remuneration of the auditor will be proposed at the 2026 AGM.

**Statement of disclosure of information to auditors**

In accordance with the Companies Act 2006, all Directors in office as at the date of this report have confirmed, so far as they are aware, there is no relevant audit information of which the Group's auditors are unaware and each Director has taken all reasonable steps necessary in order to make themselves aware of any relevant audit information and to establish that the Group's auditors are aware of that information. This confirmation should be interpreted in accordance with the provisions of Section 418 of the Companies Act 2006.

**Share capital**

Hunting PLC is a listed public company limited by shares, with its Ordinary shares quoted on the London Stock Exchange in the Equity Shares Commercial Company category.

At 5 March 2026, the Company's issued share capital comprises a single class, which is divided into 153,964,015 Ordinary shares of 25 pence each. All of the Company's issued Ordinary shares are fully paid up and rank equally in all respects. Details of the issued share capital of the Company and the number of shares held in treasury as at 31 December 2025 can be found in note 33 to the financial statements.

Subject to applicable statutes, shares may be issued with such rights and restrictions as the Company may, by ordinary resolution, decide, or (if there is no such resolution or so far as it does not make specific provision) as the Board (as defined in the Articles) may decide.

**Voting rights and restrictions on transfer of shares**

Holders of Ordinary shares are entitled to receive dividends (when declared), receive the Company's Annual Report and Accounts, attend and speak at general meetings of the Company, and appoint proxies or exercise voting rights.

On a show of hands at a general meeting of the Company, every holder of Ordinary shares present in person or by proxy and entitled to vote has one vote and, on a poll, every member present in person or by proxy and entitled to vote has one vote for every Ordinary share held. None of the Ordinary shares carry any special rights with regard to control of the Company.

Proxy appointments and voting instructions must be received by the Company's Registrars no later than 48 hours before a general meeting.

A shareholder can lose their entitlement to vote at a general meeting where that shareholder has been served with a disclosure notice and has failed to provide the Company with information concerning interests in those shares.

Shareholders' rights to transfer shares are subject to the Articles. Transfers of uncertificated shares must be carried out using CREST and the Directors can refuse to register a transfer of an uncertificated share in accordance with the regulations governing the operation of CREST.

The Directors may decide to suspend the registration of transfers, for up to 30 days a year, by closing the register of shareholders. The Directors cannot suspend the registration of transfers of any uncertificated shares without obtaining consent from CREST. There are no restrictions on the transfer of Ordinary shares in the Company other than:

- Certain restrictions that may, from time-to-time, be imposed by laws and regulations, for example insider trading laws;
- Pursuant to the Company's share dealing code whereby the Directors and certain employees of the Company require approval to deal in the Company's shares; and
- Where a shareholder with at least a 0.25% interest in the Company's certificated shares has been served with a disclosure notice and has failed to provide the Company with information concerning interests in those shares.

**Interests in voting rights**

Other than as stated in the table on page 154, the Company is not aware of any further agreements between shareholders that may result in restrictions on the transfer of Ordinary shares or on voting rights.

**Market capitalisation**

The market capitalisation of the Company at 31 December 2025 was £0.6bn (2024 – £0.5bn).

**Share price**

	2025 p	2024 p
At 1 January	289.0	295.5
At 31 December	370.5	289.0
High during the year	396.0	459.0
Low during the year	246.5	274.0

**Dividends**

The Company normally pays dividends semi-annually. Details of the Company's dividend policy is set out within the Hunting 2030 Strategy, on pages 6 and 8.

The Company paid the 2024 final dividend of 6.0 cents per share on 9 May 2025, which absorbed \$9.5m of cash.

At the Group's 2025 half-year results, the Board declared an interim dividend of 6.2 cents per share, which was paid to shareholders on 31 October 2025, and absorbed \$9.6m of cash.

The Board is recommending a final dividend for 2025 of 6.8 cents per share, to be paid to shareholders on 8 May 2026, subject to approval by shareholders at the Company's 2026 AGM.

**Employee Benefit Trust**

The Group operates an Employee Benefit Trust (the "Trust") as a vehicle to satisfy share options and awards granted to employees who participate in the Company's share-based incentive schemes.

At 31 December 2025, the Trust held 6,716,928 Ordinary shares in the Company (2024 – 7,191,845).

The Trust has a policy to purchase shares in the market or subscribe for new shares to partially meet the future requirements of these incentive schemes. The Trust has waived all dividends payable by the Company and voting rights in respect of the Ordinary shares held by it.

**Directors' Report** continued**Major shareholders**

The Company's major shareholders, as at 31 December 2025, are listed in the table below:

	Notes	Number of Ordinary shares	% of ISC
Franklin Templeton		12,525,733	7.94
Hunting Investments Limited	1/2/3	11,003,487	6.98
Aberdeen		8,804,058	5.58
Schroder Investment Management	4	8,459,407	5.36
UBS collateral account		8,293,843	5.26
BlackRock		7,847,233	4.98
Oasis Management Company		7,820,168	4.96
Orbis Investment Management	5	7,010,472	4.44
Hunting Employee Benefit Trust	6	6,716,928	4.26
Slaley Investments Limited	3	6,424,591	4.07
David R L Hunting	1/2/3/7/8	194,120	0.12
– as trustee		3,157,750	2.00
– other beneficial		1,875,950	1.19
James Trafford – as trustee	3	5,175,966	3.28

- Included in this holding are 9,437,743 Ordinary shares held by Huntridge Limited, a wholly owned subsidiary of Hunting Investments Limited. Neither of these companies is owned by Hunting PLC either directly or indirectly.
- David RL Hunting is a director of Hunting Investments Limited.
- In 2014, Hunting Investments Limited, Slaley Investments Limited, certain Hunting family members, including Richard H Hunting and David RL Hunting and the Hunting family trusts, to which James Trafford is a trustee (together known as "the Hunting Family Interests"), entered into a voting agreement. The voting agreement has the legal effect of transferring all voting rights of Hunting PLC Ordinary shares held by the Hunting Family Interests to a voting committee. The beneficial ownership of Hunting PLC Ordinary shares remains as per the table shown above. At 5 March 2026, the Hunting Family Interests, party to the agreement, totalled 24,135,770 Ordinary shares in the Company, representing 15.7% of the total voting rights.
- On 20 February 2026, Schroder Investment Management notified the Company that their shareholding had decreased to 4.96%, below 5% of the issued share capital.
- On 19 January 2026, Orbis Investment Management notified the Company that their shareholding had increased to 5.02%, above 5% of the issued share capital.
- The Company has an agreement with the Employee Benefit Trust ("EBT"), whereby the EBT periodically purchases Hunting shares to cover vestings under the Group's long-term incentive plan.
- After elimination of duplicate holdings, the total Hunting family trustee interests shown above amount to 5,175,966 Ordinary shares.
- David RL Hunting and his children are or could become beneficiaries under the relevant family trusts of which Mr Hunting is also a trustee.

**Other information****Significant agreements**

The Company is party to the Revolving Credit Facility and Term Loan in which the counterparties can determine whether or not to cancel the agreements where there has been a change of control of the Company.

The service agreements of the executive Directors include provisions for compensation for loss of office or employment as a result of a change of control.

**Political contributions**

It is the Group's policy not to make political donations. Accordingly, there were no political donations made during the year (2024 – \$nil).

**Payments to governments**

Hunting PLC is no longer required to report payments made to governments with respect to relevant oil and gas activities, in accordance with the UK's Disclosure and Guidance Transparency Rule 4.3A. In 2024, Hunting PLC disposed of all of its oil and gas assets held within its wholly owned subsidiary Tenkay Resources, Inc.

**Research and development**

Group subsidiaries undertake, where appropriate, research and development to meet particular market and product needs. The Group's research and development costs in the year totalled \$10.5m (2024 – \$8.8m), with the amount expensed in the year totalling \$5.9m (2024 – \$6.6m).

**Companies Act 2006 Section 415**

In compliance with Section 415 of the Companies Act 2006, the Directors present their report and the audited financial statements of Hunting PLC for the year ended 31 December 2025.

The Strategic Report incorporates the Hunting 2030 Strategy, Key Performance Indicators, Company Chair's Statement, Chief Executive's Report and Outlook, Business Model, Stakeholders and Engagement protocols, Product Review, Operating Segment Review, Group Financial Review, ESG and Sustainability, and Risk Management and Internal Controls and is located from the IFC to page 102.

As permitted by legislation, the Board has chosen to set out, within the Strategic Report and Corporate Governance Report, some of the matters required to be disclosed in the Directors' Report, which it considers to be complementary to communicating Hunting's financial position and performance, as follows:

- Changes in the Group and its interests (pages 28 to 31);
- Dividends (page 5);
- Future developments (page 31);
- Risk management, objectives and policies (pages 87 to 98);
- Bribery and corruption (pages 23, 26 and 61);
- Employment of disabled persons (pages 22 and 70);
- Ethnicity and diversity (pages 22 and 70); and
- Greenhouse gas emissions and environmental matters (pages 25 and 64 to 68).

For further information, please see the Shareholder and Statutory Information section located on pages 245 and 246.

The Company's Non-financial Information and Sustainability Statement can be found on page 246.

**The Companies (Miscellaneous Reporting) Regulations 2018**

As required by The Companies (Miscellaneous Reporting) Regulations 2018 (the "Regulations"), the Board of Hunting PLC has prepared a Section 172(1) Statement, which can be found on pages 101 and 102 and also on the Group's website [www.huntingplc.com](http://www.huntingplc.com).

The Directors' Stakeholder Engagement and Decision Making disclosures are summarised within the Strategic Report on pages 19 to 27, and include cross references to the various engagement activities across the Group's operations. Additional disclosures in respect of customers, suppliers and other key business relationships can also be found within the Strategic Report.

**Approval of accounts**

The 2025 Annual Report and Accounts were approved by the Directors at their meeting on Tuesday 3 March 2026.

By order of the Board



**Ben Willey**  
Company Secretary  
5 March 2026