Hunting 2030 Strategy

Following our Capital Markets Day in September 2023, where the Directors and senior leadership team launched the Hunting 2030 Strategy, 2024 saw impressive execution on a number of strategic milestones, which will assist in the delivery of our medium-term targets. The strategy is aimed at delivering revenue and profit growth to the end of the decade and beyond, supporting stronger free cash flow generation and sustained returns. Our revenue diversification strategy, which includes building a baseload of earnings from non-oil and gas end-markets, is targeted at reducing the cyclicality of the Group's financial performance, even though the Directors see resilient, long-term demand for our products and services, which support the global energy industry. The strategy, which is underpinned by four strategic pillars, will be delivered through Hunting's current portfolio of businesses as well as through targeted bolt-on acquisitions.

Jim Johnson
Chief Executive

Hunting 2030 Strategy continued

Hunting 2030 Strategy

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

Hunting 2030 financial and investment return targets

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

Deliver ROCE of 15% or greater by 2025
The Group is focused on retaining a strong balance sheet and maximising its return on capital employed through careful management of its working capital. Management has set a target of a working capital to annualised revenue ratio of c.35% by 2025, to deliver superior returns compared to our peers. To achieve this, long-term working capital targets of 130 days for inventory, 75 days for receivables and 45 days for payables have been set.

Increase dividend distributions by a minimum of 10% per annum to 2030
We are seeking to return cash to shareholders, primarily through dividend distributions, with the Board targeting a steady increase to 2030 of 10% p.a.

Deliver a more efficient business platform
To ensure that we operate efficiently, the Group is focused on disposing non-core and underperforming investments and product lines, thereby reducing the global operational footprint by c.10% and reducing fixed costs by c.$6 million p.a., including simplifying the management structure and back office services.

Increase our EBITDA margin to 15% or greater
Our focus on delivering technology that attracts high margins, containing costs, and maximising the output from our current operating footprint are our key drivers to meet the EBITDA margin target of 14-16% by the end of 2025, and exceeding this target by 2030.

Generate c.$750 million of cumulative free cash flow by 2030
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% and aiming to deliver c.$750 million of cumulative free cash flow through to the end of the decade. This target is on a post-capex basis.

Net leverage of less than 1.5x EBITDA through the period to 2030
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 depends on how we react to external and internal forces
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 the wellbore 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 our growth through investment in our existing businesses and through acquisition.

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 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 energy transition sector

The energy transition sector is an area of significant opportunity for Hunting, as global efforts to decarbonise the energy supply chain accelerate. The Group sees strong growth in supplying products for geothermal as well as carbon capture and storage projects, which are increasingly demanding high-performance technology and materials that can deliver multi-decade benefits to the energy industry.

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

Given the cyclicality of the oil and gas industry, a key part of our strategy is to build a less volatile 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, and power generation sectors, and will continue to leverage our world-class precision engineering and manufacturing know-how into these high-quality markets and industries.

Progress in the year

01 **Maintained a strong sales order book driven by the OCTG, Advanced Manufacturing, and Subsea product groups. We ended the year with an order book of $508.6m (2023 – $565.2m).**

02 **Secured record orders with Kuwait Oil Company, with OCTG sales now 44% (2023 – 43%) of total revenue.**

03 **Strong results delivered from the Subsea product group as orders for Hunting's titanium stress joints for ExxonMobil were completed through the year.**

04 **Delivered large-scale commercialisation of the Group's licensed Organic Oil Recovery technology – dependent on volumes and assumed extensions could result in c.$60 million of contracts won in H2 2024.**

05 **Accelerated our strategy in India, with the securing of an API threading licence at Hunting's Nashik facility – profit contributed from the Jindal Hunting Energy Services joint venture totalled $2.3m (2023 – $0.2m loss) in its first full year of operation.**

06 **Non-oil and gas revenue totalled $75.1m (2023 – $75.9m) in the year, with an increase in the sales order book for aviation clients.**

07 **Recorded $14.7m of energy transition revenue in the year, predominantly for geothermal projects in Asia Pacific, Europe and North America.**

08 **Secured exclusive sales, manufacturing and distribution rights for CRA-Tubulars's titanium-lined carbon fibre tubing technology in North America and Europe for five years. Further investment in Cumberland Additive was also made.**

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 18 AND 19

Related risks

1 2 3 5 7 8 9

SEE PAGES 104 TO 109

Hunting 2030 Strategy continued

Strong returns

In the growth phase of the oil and gas cycle, our business has the capability to produce high levels of profitability, strong cash generation, and solid returns on capital, leading to increased distributions to shareholders. To reduce the impact of oil and gas cyclicality on profitability, the Group is targeting opportunities in the energy transition sector in addition to growing its revenue from the commercial space, defence, medical, and power generation sectors. The Group continues to look for opportunities to reduce its fixed cost base to ensure that it is more efficient.

Increase EBITDA

The Group is targeting strong growth in its EBITDA profile, with an ambition of at least $300m p.a. by the end of the decade (based on meeting the $2.0bn of revenue and 15% EBITDA margin ambition). This target will be delivered through both organic growth and material contributions from acquisitions to be secured in the coming years.

Improve working capital efficiencies

Hunting has a working capital to annualised revenue ratio target of 35% to be delivered by the end of 2025. Improvements to inventory and receivables are the key levers to delivering this ambition, supported by the use of working capital solutions and instruments, which shorten the cash cycles of some of our more capital-intensive contracts.

Deliver strong cash flow conversion

Generating and releasing cash from our capital employed, thereby increasing EBITDA, will lead to Hunting meeting its stated long-term objective of a 50% EBITDA to free cash flow conversion rate.

Increase shareholder returns

Capital growth and increased dividends are the primary methods of delivering returns to our shareholders. The targeted increase in our dividend, of at least 10% p.a. to the end of the decade, is a key commitment by the Directors as part of our Hunting 2030 Strategy.

Progress in the year

01 Delivered 23% increase in EBITDA to $126.3m (2023 – $102.4m restated).

02 Delivered a 3 percentage point increase in ROCE to 9% (2023 – 6%).

03 Delivered 15% increase to total dividends declared to 11.5 cents (2023 – 10.0 cents).

04 Delivered $75.1m (2023 – $75.9m) in non-oil and gas sales, which represents 7% of external revenue.

05 Delivered year-end total cash and bank/(borrowings) of $104.7m (2023 – $(0.8)m).

06 Delivered a working capital to annualised revenue ratio of 29% (2023 – 46%).

07 Delivered a $6.5m annualised cost base reduction within Hunting Titan.

08 Delivered a 111% EBITDA to free cash flow conversion rate.

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 18 AND 19

Related risks

1 2 3 5 8 9

SEE PAGES 104 TO 109

Hunting 2030 Strategy continued

Operational excellence

Our people are at the heart of our business, and we ensure that their health, safety and well-being are a priority. We operate in competitive and cyclical sectors, which are high profile and well regulated. To be successful, we must deliver reliable products, which are quality-assured to the highest industry standards, and assist safer processes for our customers. We strive to ensure that our working capital is managed efficiently to enable timely delivery of our products to our customers.

Maintain and improve our health and safety performance

The safety of our employees remains a key management priority as it informs our clients of our approach to delivering a best-in-class service offering.

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 our 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 remains a key area of focus.

Our facilities continue to secure key manufacturing accreditations

Hunting has continued to seek important ISO accreditations including manufacturing excellence, and environmental management.

We aim for zero recordable incidents and fatalities

Protecting our employees and contractors who work out of our facilities is a key focus.

Progress in the year

01 **Our total recordable incident rate in the year was 0.93 (2023 – 0.91), reflecting a broadly consistent performance for health and safety, and averaging 0.94 over the past three years.**

02 **Recorded training in the year totalled 68,834 hours (2023 – 48,013 hours) as broad-based efforts to develop and protect our workforce were enhanced.**

03 **Our internal manufacturing reject rate was 0.31% (2023 – 0.2%), demonstrating our production excellence.**

04 **Our joint venture facility in Nashik, India secured its API licence in May 2024, which supports our drive to expand our customer base in-country.**

05 **In the year, we manufactured 15.6m (2023 – 23.0m) parts, with only 0.0006% (2023 – 0.0006%) of shipped parts returned.**

06 **We are pleased to report that there were zero fatalities (2023 – zero) for employees and contractors in the year.**

07 **76% (2023 – 78%) of our facilities accredited with the ISO 9001: 2015 (quality management systems) standard.**

08 **Cyber and IT training also increased in the year, as new systems were deployed.**

Related KPIs

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

SEE PAGES 18 AND 19

Related risks

4 5 6 7 9 10

SEE PAGES 104 TO 109

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 climate change.

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 attention to training, as noted above, supports our drive to improve efficiency, which keeps our workforce safe.

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

Hunting continues to improve its carbon and climate reporting to enable our investors and other stakeholders to understand our impact on the environment. 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 will enhance 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 and will continue to seek enhancement to our scope 3 data collection in the year ahead. Assurance of our 2023 scope 1 and 2 data was completed in the year.

We are committed to ethical ways of doing business, which includes transparent business 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.

Progress in the year

01 **Our total scope 1 and 2 GHG emissions of 22,233 tonnes were down year-on-year (2023 – 22,599 tonnes, restated), despite activity and revenue increasing 13% in the year.**

02 **Our reporting of scope 3 emissions was expanded in the year, with data collected from four out of five operating segments against 11 of the 15 scope 3 pillars.**

03 **Our CO_2 intensity factor was 21.2kg/$k of revenue (2023 – 24.3kg/$k of revenue, restated) demonstrating a further reduction in the year as our operating efficiencies increased.**

04 **Electricity purchased from renewable sources was 21% (2023 – 23%).**

05 **Zero environmental fines or incidents in the year (2023 – zero).**

06 **The recordable incident rate was 0.93 (2023 – 0.91) and our internal manufacturing reject rate was 0.31% (2023 - 0.2%) in the year.**

07 **In the year, our voluntary turnover rate was 10.3% (2023 – 13.5%), and the average tenure of our employees is nine years (2023 – nine years), which helps us mitigate HSE risk.**

08 **Hunting had zero (2023 – zero) bribery-related fines in the year.**

Related KPIs

Total recordable incident rate; internal manufacturing reject rate; total scope 1 and 2 emissions; CO_2 intensity factor; total purchased electricity; and renewable energy purchased.

SEE PAGES 18 AND 19

Related risks

5 6 7 8 10

SEE PAGES 104 TO 109

Key Performance Indicators

Financial

Revenue
$m

2024	1,048.9
2023	929.1
2022	725.8

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

Non-oil and gas revenue
$m

2024	75.1
2023	75.9
2022	47.6

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

EBITDA*
$m

2024	126.3
2023	102.4
2022	49.3

Adjusted results before interest, tax, depreciation, impairment and amortisation (see NGM C). EBITDA has been restated to include the Group's share of associates' and JVs' results for the year.

Sales order book
$m

2024	508.6
2023	565.2
2022	473.0

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

Adjusted profit before tax*
$m

2024	75.6
2023	50.0
2022	10.2

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

Adjusted diluted earnings per share*
cents

2024	31.4
2023	20.3
2022	4.7

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).

Dividend per share declared*
cents

2024	11.5
2023	10.0
2022	9.0

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

Total shareholder return*
%

2024	0
2023	(9)
2022	102

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.

Free cash flow*
$m

2024	139.7
2023	(0.5)
2022	(60.4)

All cash flows before transactions with shareholders and investments by way of acquisition (see NGM P).

Total cash and bank/(borrowings)*
$m

2024	104.7
2023	(0.8)
2022	24.5

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

Working capital to annualised revenue ratio*
%

2024	29
2023	46
2022	44

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

Return on average capital employed*
%

2024	9
2023	6
2022	1

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 255 to 262.

Key Performance Indicators continued

Non-financial

Total recordable incident rate (OSHA method)
#

2024	0.93
2023	0.91
2022	0.97

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.

Internal manufacturing reject rate
%

2024	0.31
2023	0.20
2022	0.13

Percentage of parts rejected during the manufacturing process.

Total scope 1 and 2 emissions
tonnes CO_2e

2024	22,233
2023	22,599
2022	22,422

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

CO_2e intensity factor
kg/$k of revenue

2024	21.2
2023	24.3
2022	30.9

CO_2e intensity factor is defined as kilogrammes CO_2 of scope 1 and 2 greenhouse gas emissions, divided by $'000 of revenue.

Total purchased electricity
GWh

2024	50.2
2023	49.4
2022	43.4

The Group's total electricity purchased during the year.

Renewable electricity purchased
GWh

2024	10.5
2023	11.4
2022	8.7

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

Market Indicators

Average WTI crude oil price
$ per barrel

2024	76
2023	78
2022	94

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

Average Henry Hub natural gas price
$ per mmBtu

2024	2.41
2023	2.66
2022	6.54

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

Global onshore capital investment
$bn

2024	147.7
2023	145.1
2022	135.0

The estimated onshore/land-based drilling and production expenditures of the industry as reported by Spears & Associates in their December 2024 Drilling & Production Outlook.

Global offshore capital investment
$bn

2024	66.8
2023	67.5
2022	53.5

The estimated offshore drilling and production expenditures of the industry as reported by Spears & Associates in their December 2024 Drilling & Production Outlook.

Global onshore average rig count
#

2024	1,490
2023	1,560
2022	1,517

The average onshore global rig count during 2024 as reported by Baker Hughes Inc.

Global offshore average rig count
#

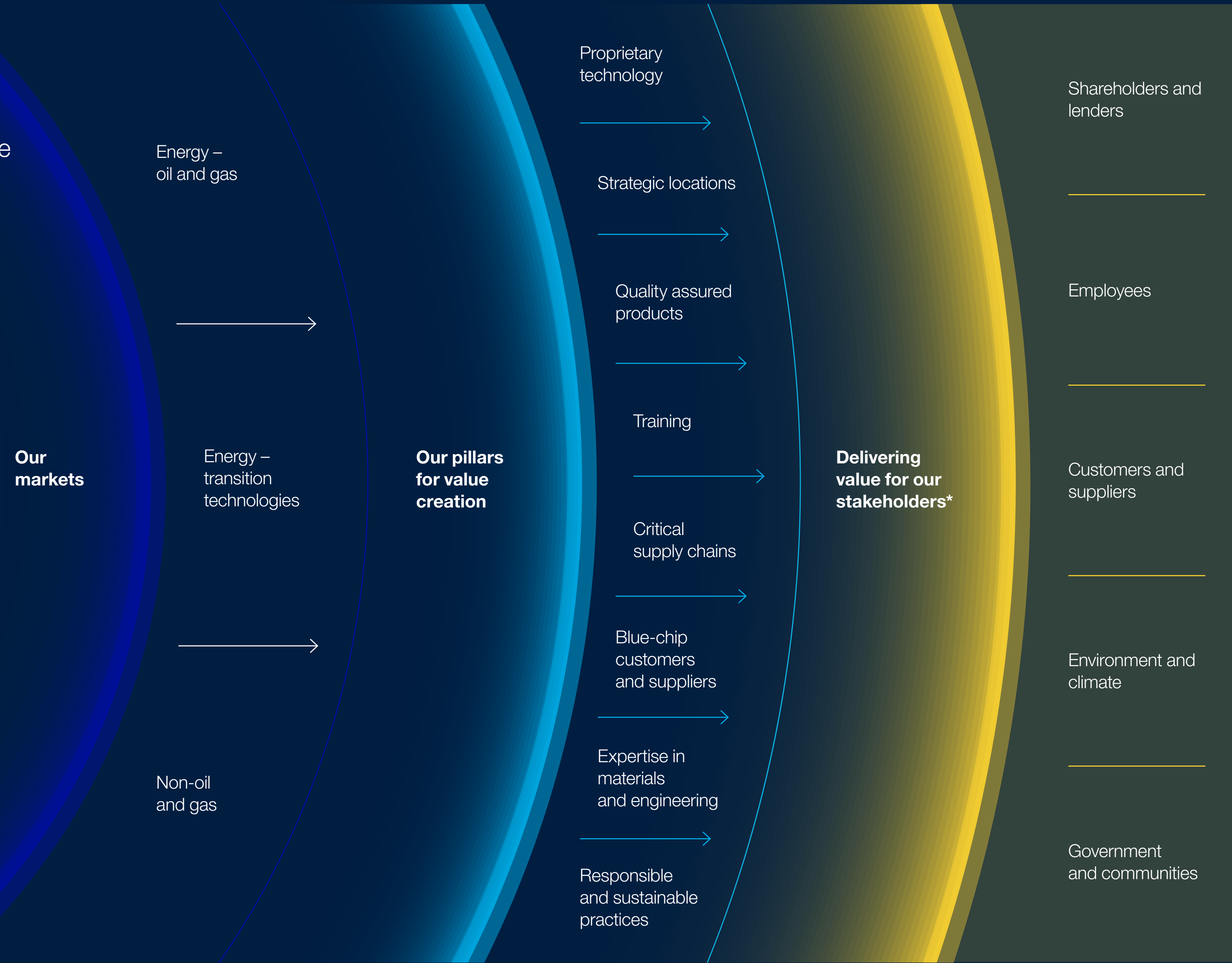
2024	201
2023	205
2022	189

The average offshore global rig count during 2024 as reported by Baker Hughes Inc.

Business Model

What we do

Hunting is a global engineering group that provides precision-manufactured equipment and premium services, which create sustainable value for our customers. We are focused on high-value end-markets that recognise and value our manufacturing capabilities.



*Monitoring is through KPIs (see pages 18 and 19) and achievement of Hunting 2030 Strategy objectives (see pages 10 to 16).

Business Model continued

Our markets

Energy – oil and gas

Our primary market focus is the oil and gas sector of the global energy industry. Affordable and secure energy has been the foundation of economic growth for many decades, with a technology and geographic landscape that constantly changes. Global crude oil demand is currently c.100 million barrels per day and, as the chart opposite demonstrates, this is likely to remain unchanged for decades to come. Our products and services are developed to support this global need. The oil and gas industry is a complex, well-regulated, multi-faceted sector with a wide range of technological needs to address the extraction of hydrocarbons in a safe and responsible manner. Hunting's products are, therefore, aimed at addressing the needs of our customers, whether that be integrated energy groups, international service companies, or national or independent oil and gas companies. To deliver this daily demand for oil and gas, the industry needs technology and equipment that are high-performance, engineered solutions. Hunting's major product groups are summarised on pages 44 to 53, and range from onshore-focused well completion solutions produced by our Perforating Systems business (our Hunting Titan operating segment) to equipment used in deepwater developments produced by our Subsea businesses (our Subsea Technologies operating segment). A key market indicator for Hunting's businesses is the annual capital expenditures allocated by the industry's stakeholders. In 2024, the global investment in crude oil and natural gas production was c.$214.5 billion. This is likely to be stable for many years to come as the world maintains its reliance on traditional energy solutions.

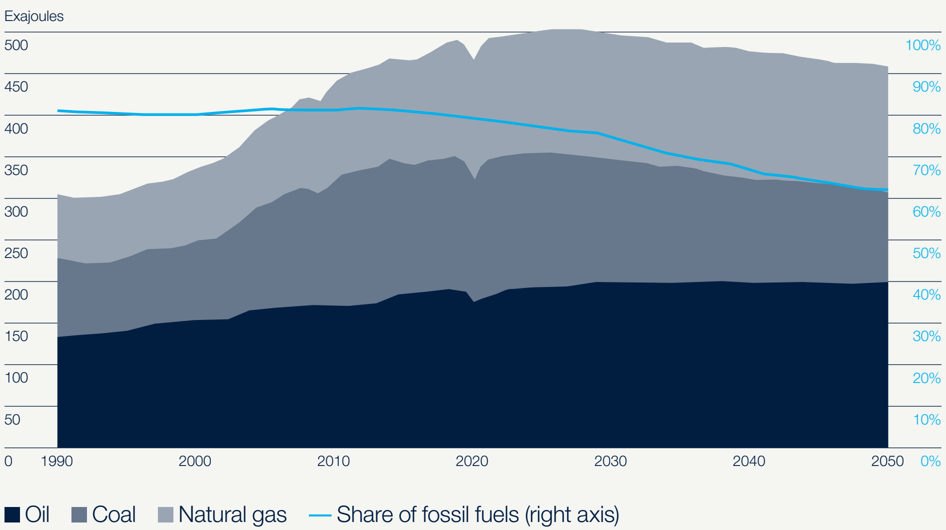
Energy – transition technologies

As western economies increase efforts to decarbonise their energy needs, exciting market opportunities are opening to the Group. Geothermal energy is a primary energy source that is seeing strong growth potential in the short term, to deliver cleaner sources of heat and energy. These developments are presenting complex engineering challenges to the energy industry. Hunting sees high growth opportunities for its OCTG product group as our premium connections and strategic supply channels offer critical solutions to many clients. Carbon capture, usage and storage ("CCUS") is another solution being accelerated to reduce atmospheric carbon. CCUS projects demand high-end materials and engineered solutions that will enable these projects to operate for many decades.

Non-oil and gas

Hunting has manufactured products and technologies for the aviation industry for many years. The Group has key defence-related accreditations within its Advanced Manufacturing businesses, which enable Hunting to participate in government contracts including the naval and air force segments, supplying engine shafts for military aircraft and periscope tubes for submarines. In recent years, the Group has also manufactured components for the commercial space sector, which demands our unique precision engineering skills and expertise. Hunting manufactures key components for the power generation sector, including turbine shafts, and is also focused on developing accessories for the medical sector.

IEA projected fossil fuel demand: 1990-2050



Source: IEA – World Energy Outlook

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 is introduced to our blue-chip customers as the drive for more efficient and safer delivery of oil and gas continues, as well as addressing the challenging environments that the geothermal and CCUS sectors operate in.

In 2024, the Group held 412 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 any resource type. Our established operating footprint ensures that we can support our customers in the oil and gas industry and it can be leveraged to address global geothermal and CCUS projects.

At 31 December 2024, we manufactured in 11 countries (2023 – 11), from 25 operating sites (2023 – 27) and supplied through 14 distribution centres (2023 – 16).

Related risks

1 2 6

03

We leverage our brand and reputation through strong quality assured products

The Hunting brand is supported by our strong reputation for quality assurance and health and safety. 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 2024, the Group manufactured 15.6m parts (2023 – 23.0m) with an internal manufacturing reject rate of 0.31% (2023 – 0.20%). The reject rate for goods shipped was 0.0006% in the year (2023 – 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 7 9 10

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 2024, the Group had 25 recordable incidents (2023 – 24) leading to a total recordable incident rate of 0.93 (2023 – 0.91) compared to the industry standard of 4.0.

Related risks

4 5 7 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 depends on how we react to external and internal forces
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

Business Model continued

05

We provide critical supply channels

Our products are often manufactured using critical raw materials, which enable them to perform in highly challenging environments.

We work hard to provide competitive supply channels to lower our customer's project costs without compromising on quality.

Hunting is an independent provider of premium and semi-premium connections and precision engineered accessories for all energy resource types, providing cost agility for our customers.

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. This venture meets local content requirements.

The Group also has strategic supply chain partners to support the accelerating energy transition sector, including the ten-year alliance with Jiuli and the five-year strategic partnership with CRA-Tubulars, whereby Hunting has secured exclusive sales, manufacturing and distribution rights over their TCT (titanium-lined carbon fibre tubing) technology in North America and Europe.

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 who value strongly assured products and services, and who 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 materials 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, and medical, for 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 started to monitor our carbon and climate impact, with initiatives being introduced to reduce this impact.

The Group announced new 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
2 Geopolitical instability
3 Adverse movement in commodity prices
4 Information technology and cyber security
5 Our ability to achieve our strategic goals depends on how we react to external and internal forces
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

Business Model continued

Delivering value for our stakeholders

The Group's stakeholders enable the delivery of Hunting's business model and strategy. Stakeholder engagement forms a key element of our culture and is an area that has increased over the past few years. Understanding the needs of our shareholders, customers, suppliers, and workforce is achieved through regular dialogue.

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, governance, and other matters. This feedback is used to refine our strategic plans.

11.5 cents
2024 dividend per share declared

Employees

Hunting's employees deliver our strategic plans and are the Group's most important asset. We are committed to diversity across the organisation, the training and development of our workforce, and keeping them safe through stringent health and safety policies. The Board meets regularly with management and the workforce through site visits and engagement programmes.

9 years
Average employee tenure

Customers and suppliers

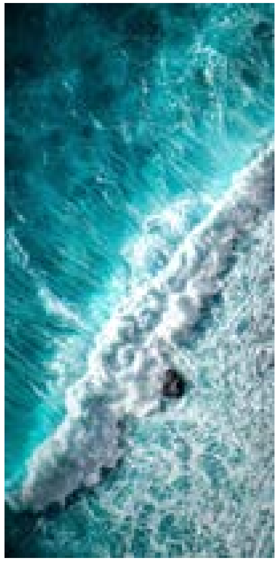
Our customers are critical to the financial success of the Group. Customer dialogue helps us shape our product development strategy and provides focus to our service offering. Hunting continuously strives to deliver a secure supply chain for our customers and in the year signed new strategic agreements.

412
Patents and trademarks

Environment and climate

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

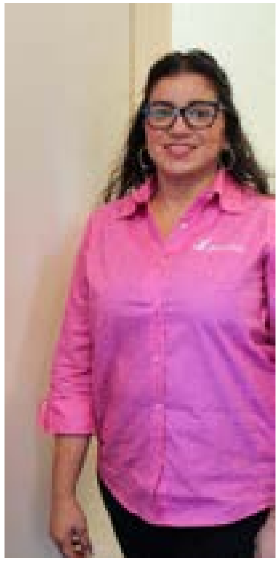
21%
Electricity from renewable resources



Governments and communities

The Group continued its engagement with local regulators, tax authorities and governments in the year. Hunting continues to assist communities through a wide range of activities, including fund-raising events and donations. Each region develops their own community initiatives to align with local cultural practices.

$70k
Charitable donations



Business Model continued

Shareholders and lenders

Shareholders

Hunting's shareholders provide a key source of capital to enable growth for the longer term.

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 2024, the total number of Ordinary shares in issue was 164.9m (2023 – 164.9m), with 1,237 (2023 – 1,263) shareholders on the register.

The Board is responsible for setting the Company's dividend policy. The Group's current practice is to declare dividends in US dollars but pay in Sterling.

Returns achieved by shareholders, by holding the Company's Ordinary shares, are measured through total shareholder return ("TSR").

A TSR performance metric forms a large portion of the longer-term remuneration paid to the executives of the Group, with demanding vesting targets measured against our industry peers.

In 2024, Hunting PLC's Ordinary shares achieved a TSR of 0% on an annualised basis. For the definition of TSR please see page 18.

Total shareholder return
%

Year	%
2024	**0**
2023	(9)
2022	102

Shareholder engagement

Regular shareholder engagement meetings are organised through an annual calendar of work arranged through our investor relations function.

The Chief Executive and Finance Director meet with institutional investors following the publication of the Group's half- and full-year financial results and throughout the year; attend investor conferences in the UK, Europe and the US to meet potential and existing shareholders; hold one-to-one meetings with existing and potential shareholders; and engage with private and retail investors through channels 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.

During the year, the Company hosted a facility tour in the US for an institutional investor.

Further, the Company Chair and Senior Independent Director meet investors annually to discuss governance, succession, remuneration and other matters. No specific agenda is set for these meetings and they are designed to offer open discussion and engagement.

Topics covered at the meetings held in the year included, among others, the Company's progress against the Hunting 2030 Strategy, the new Directors' Remuneration Policy, and capital allocation focusing on dividends, share buybacks and M&A activity.

Dividend per share declared
cents

Year	cents
2024	**11.5**
2023	10.0
2022	9.0

Board engagement and decision making – shareholders

The Directors receive a report from the investor relations function detailing the Company's major shareholders at each Board Meeting, with a briefing by the Chief Executive, Finance Director and Company Secretary on meetings with shareholders that have occurred recently.

The Audit and Risk Committee reviews dividend proposals as part of its regular programme of work and makes a recommendation to the Board following a review of the financial performance for the relevant reporting period. Dividends are announced along with each set of Group results and are usually paid in May and October. The Directors are proposing a 2024 Final Dividend of 6.0 cents per share, which will be subject to approval by shareholders at the 2025 AGM.

During Q1 2024, the Directors concluded a consultation and engagement process with the Company's major institutional investors in respect of a new Directors' Remuneration Policy ("Policy") and Long-Term Incentive Plan ("Plan"). Strong shareholder support was received for the new Policy, with an 85% vote in favour and a 96% vote in favour of the new Plan at the 2024 AGM. The 2023 Annual Report on Remuneration received a 76% vote in favour, which led to a further shareholder engagement process being undertaken by the Directors in June 2024. A response statement to this engagement process was posted on the Company's website in August 2024, in line with the requirements of the 2018 UK Corporate Governance Code.

Business Model continued

Lenders

In October 2024, the Group entered into a new funding arrangement for $300m of 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 new funding arrangements comprise a $200m revolving credit facility ("RCF") and a $100m term loan. These facilities replaced the $150m Asset Based Lending ("ABL") facility and increase the Company's access to committed liquidity, extending the maturity of bank borrowing facilities to 2028.

The new facilities are provided by a four-bank syndicate including Wells Fargo, HSBC, First Abu Dhabi Bank, and Emirates NBD.

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).

The $200m RCF has been arranged with an initial tenor of four years, expiring on 16 October 2028, with an option that allows the Company to extend the contracted maturity date by an additional 12-month term.

The $100m term loan has been arranged with a three-year tenor and, pursuant to the conditions of the facility agreement, was fully drawn on signing of the facilities. After an initial 12-month period, the term loan amortises with eight quarterly repayments of $9.4m (the first such payment due in September 2025) and a final $25.0m repayment in September 2027.

On signing of the new facilities, the Group's $150m ABL facility was repaid and cancelled, with drawings under the new term loan used, in part, for this purpose. Combined with the $104.7m of total cash and bank/(borrowings) recorded at year-end, the Group now has $344.8m of liquidity available to pursue growth opportunities, including bolt-on acquisitions noted above.

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.

During H2 2024, an extensive schedule of meetings with potential lenders was organised by the Group Treasurer, where the Company's medium-term strategy and funding needs were presented ahead of final agreement with the new lending group for the RCF and term loan.

Business Model continued

Employees

Hunting's reputation, which has been built over many years, is underpinned by its highly skilled employees, who are key to fulfilling the Group's strategic objectives. At 31 December 2024, the Group had 2,367 employees (2023 – 2,420) 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 annual bonus arrangements.

The Group has a strong reputation for being a responsible employer, which is reflected in the average tenure of nine years (2023 – nine years) and voluntary workforce turnover rate of 10.3% (2023 – 13.5%). This demonstrates Hunting's commitment to its employees and its drive to nurture a mutually beneficial relationship between the Company and its employees.

Hunting takes diligent steps to achieve full compliance with all relevant regional laws covering employment and minimum wage legislation. As a responsible employer, full and fair consideration is given to applications for positions from disabled persons.

The Group's ethics policies support equal employment opportunities across all of Hunting's operations. While the Board, through the work of the Ethics and Sustainability Committee, monitors the Group's culture, including our procedures to comply with our published Code of Conduct, responsibility for our employees lies, for the most part, with local management to enable local matters to be addressed, with all businesses complying with the Group's ethical employment and human rights policies as published in the Hunting PLC Code of Conduct (www.huntingplc.com).

Year-end employees
#

2024	2,367
2023	2,420
2022	2,258

Training

The Group operates an embedded Health and Safety training programme for its employees, with an on-boarding programme for new employees.

The Group also provides ethics training through a Code of Conduct course, to ensure awareness of our published policies. The programme incorporates anti-bribery and corruption, modern slavery, fraud, and tax modules to ensure our employees understand their responsibilities on joining the Group.

Following feedback gathered in the 2023 employee engagement survey, additional training courses were offered to employees, including financial training and personal development training.

Extensive IT and cyber-related training courses are published for completion by all employees of the Group.

Further, the Director of QAHSE implemented new data collection procedures to collate all HSE training sessions completed with our machinists and shop-floor workers, which includes daily and weekly toolbox briefings.

For further information on employee attraction, retention and development, and employee engagement, see pages 78 to 80.

Health and safety

The Group is committed to achieving and maintaining the highest standards of safety for its employees and other stakeholders. Hunting has a culture of aiming for best practice and employs rigorous Health and Safety practices.

We work very hard to ensure that there are no fatalities and the Group targets zero recordable incidents, with each local business required to develop tailored Health and Safety policies to suit their environment. These incorporate the Group's approach to putting safety first and, at a minimum, comply with local regulatory requirements.

The Group monitors health and safety through a number of key performance metrics, which are reported to the Ethics and Sustainability Committee twice a year.

Please see pages 86 and 87 for more information on compliance with the SASB reporting framework.

For further reporting on Health and Safety, see page 79.

Business Model continued

Diversity and inclusion

The Company recognises the benefits of having a diverse workforce, which include attracting and retaining the best people for the job, supporting and delivering high performance, and increasing the effectiveness of the Company.

To this end, Hunting aims to build and maintain a working culture that is inclusive of all and values diversity. Hunting believes that promoting and developing diversity is everyone's responsibility.

The Company's aim is to promote equality and good relations between employees of a diverse background and eliminate discrimination.

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, taking into account all stakeholder interests.

Hunting is also committed to building a working environment in which all individuals can make 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, regardless of gender, sexual orientation, race, colour, nationality, disability, neurodiversity, age, religion or belief, marital or civil partnership status, pregnancy or on maternity/paternity leave.

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 over the coming years, along with the requirements published by the Financial Conduct Authority noted on page 122.

For further reporting on diversity and inclusion, see page 80.

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 77.

Modern slavery

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

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 published twice yearly, the "*Hunting Review*", which is available to all employees.

Employee engagement survey

During 2023, Hunting completed its second all-employee engagement survey using the Gallup Q12 poll.

The survey asked several key questions about employee engagement and satisfaction, including the question: "On a five-point scale, how satisfied are you with your organisation as a place to work?". The Directors were pleased that the score for this question was 4.07 out of 5 points, which is consistent with our 2019 score of 4.06.

The average score across all 12 questions was 3.88 out of 5, a 0.10 increase from 2019. This result is statistically significant because most companies experienced a downward trend between pre- and post-pandemic surveys, and we are delighted that we saw a slight improvement instead.

Other feedback was received through the survey, including areas of improvement, which management are currently working to address.

The survey is to be repeated in 2025.

In April 2024, the Company celebrated its 150th anniversary with employee engagement events organised at most of the Group's facilities. For further information on this important milestone, please see the case study on pages 8 and 9.

Gallup Q12 employee engagement results – average score out of 5

2023	3.88
2019	3.78

Board engagement and decision making – employees

Through the Ethics and Sustainability Committee, the Board has formalised the reporting of Human Resources and HSE matters, with the Group's Chief HR Officer and Director of QAHSE 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 facility in AmeriPort in December 2024, where employees were able to ask questions to the Board.

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 three reports to the SafeCall service (2023 – six). One additional report was received outside of the SafeCall service. For further reporting on our approach to business ethics, see pages 76 and 77.

Business Model continued

Customers and suppliers

Our customers

As a key participant in the 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.

A common theme across all our businesses is our ability to add value for our customers, which is achieved by providing high-technology products that lower the cost of operation, resolve technical problems, or simply enable a job to be completed more quickly or safely, without compromising on quality. Hunting continues to engage its customer base proactively to assist its customers in meeting their strategic objectives and we continue to liaise with customers regarding technology developments that will lower their production costs or increase in-field safety.

Customer engagement

Customer engagement is key to the Group's understanding of the short- to medium-term needs of our various clients. This dialogue helps us shape our strategy and focus our product research and development programmes. In the year, the Group continued to launch new products that directly addressed customer needs, some of which resulted from close customer collaboration in response to in-field technical challenges.

During the year, the Company was awarded two orders from KOC totalling $231m as a result of over five years of engagement with KOC to get our suppliers' steel pipe and our connections certified to enable us to participate in relevant tenders.

As part of our active dialogue and engagement with our customer base, key clients are usually invited to our facilities to review our production capabilities and processes, review new technology and brainstorm on future projects. Customer contact reports are a regular feature of our sales function, which often include issues or concerns, in-field performance feedback and overall customer satisfaction.

Customer perception and satisfaction surveys undertaken by an independent third party are also employed to provide customer feedback to the Company.

Hunting's customer-facing sales teams are directly supported by the Group's engineering, quality assurance and health, safety and environment teams, who all assist in the provision of key operational performance information that supports global tenders and the overall sales function.

During the year, the Group's sales teams attended several international trade shows, including ADIPEC in Abu Dhabi and the Geothermal Rising Conference in Hawaii, which enables engagement with existing, as well as potential, customers to take place.

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 Group's Internal Audit function's work programme, a review of these risk registers is undertaken where the bribery and corruption risk profile is challenged.

Customer-related ethics and governance

Hunting's close relationship with its customers is also enhanced by our ethical policies and transparent ways of doing business.

All our major customers receive our Code of Conduct, which includes a commitment to be transparent in our business dealings.

Due diligence on new customers is also completed to ensure the Group complies with international trading and sanctions legislation. Where relevant, we ask our clients to complete "end-user" declarations to confirm that Hunting's products do not conflict or breach trading restrictions or sanctions legislation. The Group also has strong entertainment and hospitality approval policies, which support our commitment to conduct business with the highest ethical standards.

Our suppliers

Hunting's supplier base facilitates the Group in achieving its purpose of providing highly trusted and innovative products for our customers.

The Group ensures that critical materials are not sourced from a single supplier, which provides assurance to our customers that Hunting will always be able to deliver.

Long lead-time material supplies are regularly reviewed to ensure market pricing remains competitive. Hunting's management of its supply chain includes working with a wide range of suppliers with regular two-way dialogue on quality expectations.

Business Model continued

Often, supply chain managers visit the facilities of our suppliers to review procedures, including quality assurance, HSE performance and employment practices.

In the case of new suppliers, including those who provide key components, first article inspection procedures are in place prior to issuing the order, to ensure quality and delivery expectations are met.

During the year, Hunting's premium threading facility in Nashik, India, received its API licence, which has enabled the joint venture with Jindal SAW to tender for additional opportunities in-country as drilling accelerates across the sub-continent.

In August, Hunting expanded its strategic partnership with CRA-Tubulars B.V., who are developing and testing their titanium composite pipe technology to support commercialisation and to accelerate opportunities within the CCUS sub-sector of the market.

The Company was a signatory to the UK's Prompt Payment Code and will begin reporting on our payment practices in 2025 under the new The Reporting on Payment Practices and Performance (Amendment) Regulations 2024. The Company remains committed to paying at least 95% of its suppliers within the agreed payment terms and to promptly advise them if there is a dispute to ensure that disruptions to the supply chain are kept to a minimum.

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 to its major suppliers.

The Group's Supplier Code of Conduct was rolled out to major suppliers during 2023 and 2024, and is issued to suppliers together with our Modern Slavery policy, which highlights the Group's ethical trading and fair labour policies.

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 two KOC orders.

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.

For further reporting on our approach to business ethics, see pages 76 and 77.

Business Model continued

Environment and climate

Carbon and climate matters have become an area of close scrutiny in recent years, with the Board overseeing the development and introduction of strong governance and reporting initiatives that will support Hunting's commitment to these issues for the long term. As part of this commitment to manage and reduce its carbon footprint, the Board announced a new carbon intensity reduction ambition in March 2025, whereby Hunting will now target a factor of 20kg/$k of revenue or less by 2030. 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 2024, the Group expanded its work to collect scope 3 emissions data, with the Hunting Titan, Subsea Technologies, EMEA and Asia Pacific operating segments now in-scope. This work will be expanded during 2025 to cover the North America operating segment. The Group continues to migrate its primary and secondary energy sources to lower carbon sources, with the Group targeting the purchase of 50% of our electricity requirements from renewable sources by 2030.

Total scope 1 and 2 emissions tonnes CO_2e

2024	**22,233**
2023	22,599
2022	22,422

Group climate policy and commitment to the Paris Accords

The Board of Hunting 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.

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 facility currently under construction in Dubai, 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 greenhouse gas data to the Carbon Disclosure Project, which is available at www.cdp.net.

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.

CO_2e intensity factor kg/$k of revenue

2024	**21.2**
2023	24.3
2022	30.9

For further information on Hunting's climate, ESG and wider sustainability efforts, please see pages 68 to 101.

Board engagement and decision making – environment

The Board has 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 reporting and agreed a roadmap to enhance the Group's external reporting of this area.

Tonnes CO_2e	2024	2023*	2019 (baseline year)
Scope 1			
Fuel consumption, including natural gas	**2,046**	2,037	4,128
Vehicle fuel consumption	**1,584**	2,132	2,972
Total scope 1	**3,630**	4,169	7,100
Scope 2			
Electricity consumption	**18,603**	18,430	28,774
Total scope 1 and 2	**22,233**	22,599	35,874
Scope 3			
Scope 3 (extrapolated)**	**534,835**	353,346	n/a
Total scope 1, 2 and 3	**557,068**	375,945	n/a

* The 2023 scope 1 value have been restated to reflect lower fuel usage recorded.
** The scope 3 emissions have been extrapolated using data from four of Hunting's five operating segments.

Business Model continued

Governments and communities

Governments

Hunting's global operating footprint extends across 11 countries. As a consequence of this, the Group interacts with a number of local regulators, governments and tax authorities to ensure that Hunting retains a good reputation and business standing within each region of operation and also seeks to comply with all applicable and relevant local laws and regulations.

As a UK listed public company, the Financial Conduct Authority ("FCA") is the Group's primary regulator. With the assistance of the Group's brokers and legal advisers, the relationship with the FCA is closely managed as and when relevant matters arise.

Each business unit retains a close relationship with the relevant local tax and legal authorities. Given the sensitivity of interacting with government officials, with respect to the risk of bribery, the Group's internal procedures include analysis of which customers and suppliers are government-owned, with all external-facing employees trained in the Group's anti-bribery and corruption policies.

Tax strategy

Hunting is committed to acting with integrity and transparency and to paying the right amount of tax at the right time. Hunting's tax strategy is to fully comply with the tax laws, regulations, and disclosure requirements of the countries in which we operate. Hunting may engage with reputable professional firms on areas of significant complexity, uncertainty, or materiality to support it in complying with its tax strategy. Hunting seeks to engage with tax authorities with professionalism, honesty and respect. It works with all tax authorities in a timely and constructive manner to resolve disputes when they arise.

Hunting does not tolerate tax evasion or the facilitation of tax evasion. Hunting's Code of Conduct training course includes training modules on this area to help employees understand the risks and procedures in this regard.

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 161 to 166;
- 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.

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. Please see the case study on page 33 for further information.

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 see 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 80.

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

Hunting is committed to operating responsibly, ethically and sustainably to create long-term value.

Our management team embed these principles into our strategy and culture. We are committed to relevant and transparent disclosures and continue to improve our ESG-related reporting procedures, aligning these with current and new disclosure regulations and standards as well as the needs of our stakeholders.

In 2024, we have expanded our scope 3 reporting, which provides further insight to our stakeholders on our supply chain emissions. This enables management to focus on long-term reduction initiatives where our most concentrated emission sources are derived, for example, from our raw material feedstocks.

While our focus on carbon emissions and climate impact are fairly new areas for us, other strategic areas of focus such as HSE and Quality Assurance have been embedded in our culture for many decades. Keeping our people safe, while providing strongly assured products have contributed to our success in the past, and will do so for many years to come.

Jim Johnson
Chief Executive

ESG and Sustainability continued

ESG and Sustainability at a glance

Governance

Continued focus on Board accountability for ESG

Ethics and Sustainability Committee met twice in 2024 (2023 – twice)

People and society

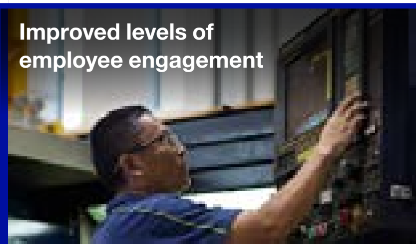
Safety remains a priority

Zero
fatalities
(2023 – zero)

25
recordable incidents
(2023 – 24)

3.15
near-miss frequency rate (employees)
(2023 – 2.69)

Improved levels of employee engagement



The 2023 employee engagement survey recorded an engagement score of 42%, compared to 36% recorded in 2019.

Board diversity

50%
of the Board are women*
(29 February 2024 – 44%)

*At 6 March 2025

Workforce diversity

25%
of workforce are women
(2023 – 25%)

Senior management diversity

32%
of senior management are women (2023 – 32%)

Voluntary turnover rate

10.3%
down from 13.5% in 2023

Responsible products

76%
of our facilities are compliant with ISO 9001:2015, a globally recognised standard for quality management

ISO 14001:2015

Our Quality Management System is aligned with ISO 14001:2015 (Environmental management system) with 68% of facilities accredited

We also align our Quality Management System with ISO 50001:2018 the international standard for designing, implementing, and maintaining an energy management system

The environment

Scope 1 and 2 GHG data assurance being completed for a second year.

To review our assurance report please see www.huntingplc.com

Waste and environmental impact:

Zero environmental fines or non-compliance environmental incidents (2023 – zero)

ESG and Sustainability continued

Our contribution to the SDGs

The United Nations' 2030 Agenda for Sustainable Development provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainability Development Goals ("SDGs"), which are an urgent call for action by all countries – developed and developing – in a global partnership. These goals recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – while tackling climate change and working to preserve our oceans and forests.

At Hunting, we believe that, no matter how small, every contribution can have a positive impact on society and the environment. We believe we can contribute to achieving these goals.

We have identified nine SDGs to which we can make a positive contribution.

Good health and well-being

We are responsible for the health and safety of those who use or are affected by our services and equipment. Through the systems we have in place, the training, support and access to healthcare we provide, we believe we can address employee and community health and build on and implement safety-enhancing features in the work we do. The health and safety of our employees is of the utmost importance to us.

Affordable and clean energy

Through the technology, products and services we provide to the energy sector, we assist in the safe and reliable extraction of resources, while minimising environmental impacts. To this end, we have a number of readily available technologies and products to supply to the tangential geothermal and carbon capture and storage markets in the emerging energy transition sector.

Responsible consumption and production

As a provider of products and services to the energy sector we aim to limit the consumption of resources, by responsibly sourcing the materials we use and increase recycling and integration into the circular economy. We recycle where possible and ensure all other waste is removed in a safe and responsible manner so that it does the least environmental damage possible.

Gender equality

While operating in 11 countries, we strive to ensure that all workplaces and decision-making processes are free from discrimination and that all hiring and promotions are based on merit. We are focused on improving gender representation in our business, as well as seeking to promote diversity on our Board and within the senior leadership team.

Decent work and economic growth

We have a diverse and skilled workforce. We place great emphasis on attracting and retaining talented employees, ensuring that they are engaged and able to develop to their full potential. Protocols are in place to identify and guard against modern slavery and human trafficking.

Climate action

Climate change is a global challenge and a risk to our business, and we can make the most positive contribution towards climate change mitigation by improving our energy efficiency mix and reducing our greenhouse gas emissions. We also recognise the need to understand and plan for climate change opportunities, impacts and transition.

Clean water and sanitation

We understand that water is a valuable and restricted resource especially in some of the regions in which we operate. We oversee and manage our water usage by protecting water resources, and guarding against potentially hazardous and polluting emissions entering water bodies.

Industry, innovation and infrastructure

We support inclusive and sustainable industrialisation. We produce and work with innovative technology that is safe and efficient.

Partnership for the goals

We recognise that the achievement of the SDGs requires partnership and collaboration. Through Hunting's TEK-HUB™, we seek to attract innovative individuals and companies to develop technology partnerships. By working in true collaboration, we will bring innovations to market under licence. An example of this is the Organic Oil Recovery technology that has achieved commercialisation in the year.

ESG and Sustainability continued

Our ESG disclosures

- We make an annual submission to the Carbon Disclosure Project, which can be reviewed at www.cdp.net.
- We have adopted and report against the Task Force on Climate-related Financial Disclosures ("TCFD") standard. See pages 88 to 101.
- We report in line with the SASB standards most relevant to our business: SASB Oil & Gas – Services and Industrial Machinery & Goods standards. Our SASB content index can be found on pages 86 and 87.
- Our annual Modern Slavery Act Statement, which is approved by the Board, is available on our website at www.huntingplc.com.
- As a publicly-listed company providing products and services primarily to the oil and gas sector, up to 2024 we disclosed a Payments made to Governments statement on a country-by-country and project-by-project basis under the Payments to Government Regulation 2015. This is available at www.huntingplc.com.

Our ESG assurance

The Group assures a number of ESG-related data points, including QAHSE audits and also scope 1 and 2 data audits, with our 2023 scope 1 and 2 carbon emissions data assured during the year against the ISO 14064-3 standard, with no material issues identified.

Our ESG materiality assessment

We have identified four important areas of focus to ensure our environmental, social and governance initiatives remain relevant. The Group's senior leadership team contributes to the development and enhancement of these areas, with the executive Directors incentivised to deliver continuous improvement over the medium term.

Focus on material issues

In 2023, Hunting completed a materiality assessment on its ESG framework and disclosures. We adopt a "double materiality" approach, which considers:

- Impact materiality, that is the actual or potential, positive or negative impacts of the business on people or our environments over the short, medium or long term; and
- Financial materiality, that is whether an issue may be material from a financial perspective, and could potentially trigger financial effects on Hunting, either as a risk or opportunity, in the short, medium or long term.

Our process involves:

- An assessment of new and impending reporting disclosure regulations and standards; a review of peer reporting; and an analysis of feedback from ratings agencies;
- Interviews undertaken with senior executives across the Group in core disciplines: compliance; investor relations; human resources; health, safety, environment and quality; IT; and customer engagement and marketing;
- We undertook an online survey of key executives to determine their assessment of the issues through the lenses of impact and financial materiality; and
- The survey resulted in the identification and ranking of issues. We have focused on the top 14 issues, which were reviewed by the Executive Committee prior to their being submitted to the Board for consideration and approval.

These issues are illustrated on the right, in alignment with our sustainability framework. The materiality assessment will be repeated in 2025.

Material issues – adopting a "double materiality" approach

Governance and our ethical behaviour

- Safeguarding cyber security
- Protecting and enhancing our reputation
- Complying with regulations
- Promoting business ethics and anti-bribery and corruption
- Assuring due diligence in our supply chain
- Promoting Board leadership and accountability for ESG

People and society

- Protecting the health and safety of our customers
- Protecting the health, safety and well-being of employees
- Promoting and ensuring employee engagement

Responsible products

- Ensuring the quality and consistency of our products
- Ensuring customer and market responsiveness
- Delivering innovation

The environment

- Ensuring environmental compliance and good practice
- Pursuing the responsible transition, and growth in, less carbon-intensive sectors

ESG and Sustainability continued

Our sustainability framework

We continue to refine and simplify our ESG framework, aligning this with the outcomes of our materiality process.

Our prevailing ESG ambition is to create long-term, sustainable value and this is applied in four areas of focus:

- Governance and our ethical behaviour;
- People and society;
- Responsible products; and
- The environment.

Our commitments remain unchanged and are aligned with each of these focus areas, which form the basis of our ongoing disclosure. For each focus area, we indicate the relevant SDG.

ESG and Sustainability continued

Progress against our commitments

AREA	OUR COMMITMENTS	MATERIAL ISSUES ADDRESSED	WHAT WE MEASURE	PERFORMANCE IN 2024
Governance and our ethical behaviour	**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**	• Safeguarding cyber security • Protecting and enhancing our reputation • Promoting business ethics and anti-bribery and corruption • Promoting Board leadership and accountability for ESG	• Number of employees that completed cyber security training • SafeCall whistleblowing reports • Number of employees that completed Code of Conduct training • Total number of bribery-related fines • Total value of bribery-related fines • ESG metrics linked to remuneration and included in short- and long-term incentive plans	• 1,370 employees (2023 – 1,119 employees) • Three reports (2023 – six reports) • 2,091 employees (2023 – 285 employees, launched in Q4 2023) • Zero (2023 – zero) • $nil (2023 – $nil) • See the Remuneration Committee Report on page 154
People and society	**Operating safely**	• Protecting the health and safety of our customers • Protecting the health, safety and well-being of our employees	• Employee fatalities • Contractor fatalities • Total fatalities • Total recordable incidents – employees • Total recordable incident rate – employees • Near-miss incidents – employees • Near-miss incidents – contractors • Near-miss incidents – total • Near-miss frequency rate – employees • Near-miss frequency rate – contractors • Near-miss frequency rate – total • Lost-time incidents – employees • Lost-time incidents – contractors • Lost-time incidents – total • Lost-time days – employees • Lost-time incident rate – employees • Vehicle incidents – employees • Vehicle incidents – contractors • Vehicle incidents – total • Total number of HSE fines • Total value of HSE fines	• Zero (2023 – zero) • Zero (2023 – zero) • Zero (2023 – zero) • 25 (2023 – 24) • 0.93 (2023 – 0.91) • 85 (2023 – 71) • 3 (2023 – 15) • 88 (2023 – 86) • 3.15 (2023 – 2.69) • 0.11 (2023 – 0.57) • 3.26 (2023 – 3.26) • 7 (2023 – 6) • 0 (2023 – 0) • 7 (2023 – 6) • 214 days (2023 – 267 days) • 0.26 (2023 – 0.23) • 4 (2023 – 0) • 0 (2023 – 0) • 4 (2023 – 0) • 1 (2023 – 0) • $9k (2023 – $nil)

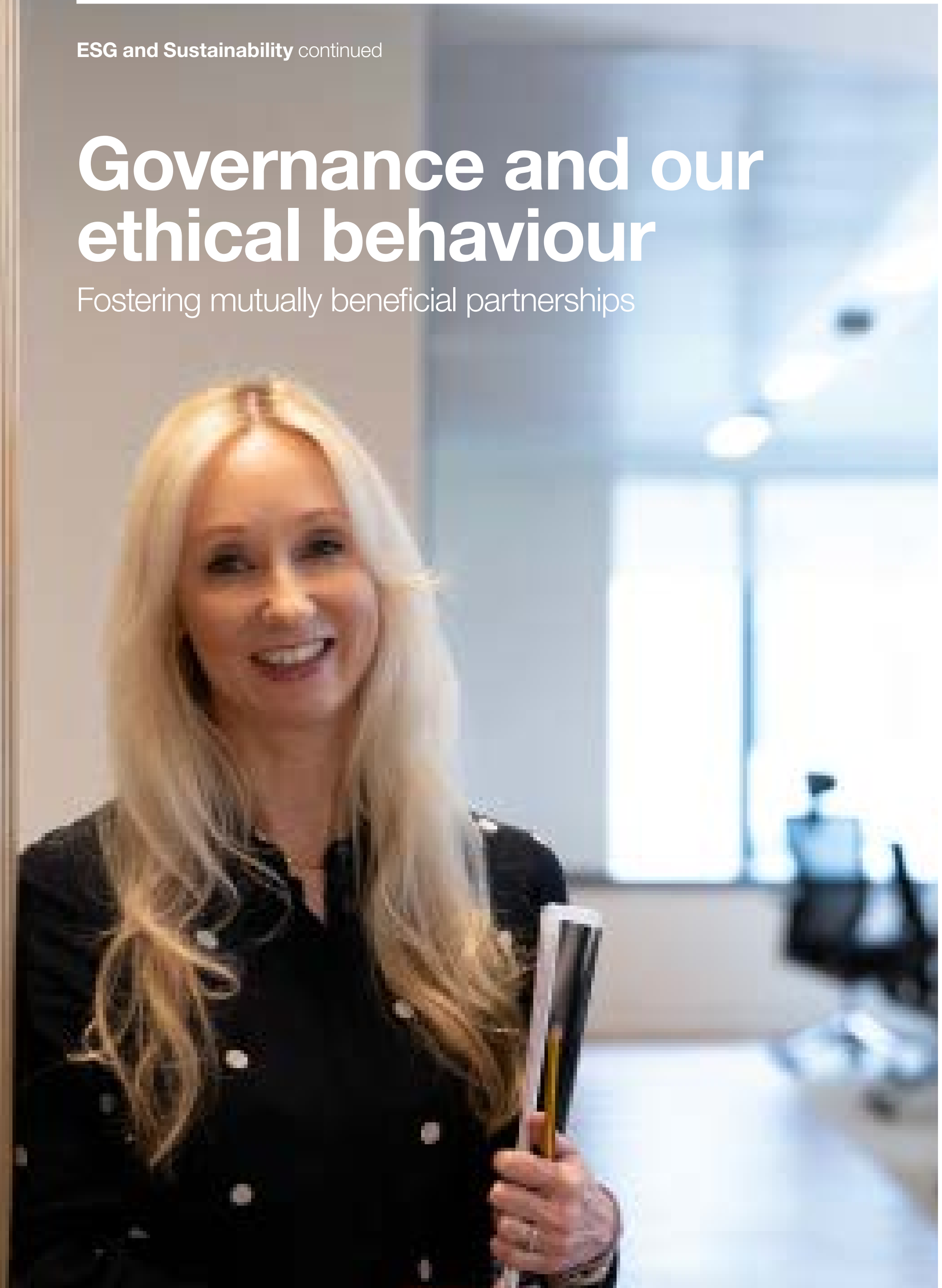
ESG and Sustainability continued

AREA	OUR COMMITMENTS	MATERIAL ISSUES ADDRESSED	WHAT WE MEASURE	PERFORMANCE IN 2024
People and society continued	**Supporting and developing our people** **Supporting communities around us**	• Protecting the health and safety of our customers • Protecting the health, safety and well-being of our employees • Promoting and ensuring employee engagement	• Total HSE training hours • HSE training hours per employee • Voluntary turnover • Representation of women on the Board, in senior management, and in the workforce • Engagement level • Charitable donations	• 68,834 hours (2023 – 48,013 hours) • 28 hours (2023 – 20 hours) • 10.3% (2023 – 13.5%) • 50% women on the Board at 6 March 2025 (2024 – 44%) ; 32% women in senior management (2023 – 32%); 25% women in workforce (2023 – 25%) • 42% engagement score in 2023 (2019 – 36%) • $70k paid in charitable donations (2023 – $81k)
Responsible products	**Delivering high-quality products and services**	• Ensuring the quality and consistency of our products • Ensuring customer and market responsiveness • Delivering innovation	• Internal manufacturing reject rate • % of shipped goods returned • % of facilities accredited to ISO 9001:2015 (Quality management systems) • % of facilities accredited to ISO 14001:2015 (Environmental management systems) • Non-oil and gas revenue • Research and development expenditure	• 0.31% (2023 – 0.20%) • 0.0006% (2023 – 0.0006%) • 76% (2023 – 78%) • 68% (2023 – 40%) • $75.1m (2023 – $75.9m) • $8.8m (2023 – $6.9m)
The environment	**Managing our environmental performance and mitigating our impacts**	• Ensuring environmental compliance and good practice • Pursuing the responsible transition to and growth of our business in less carbon-intensive sectors	• Environmental non-compliance incidents • Significant environmental non-compliance incidents • Number of environmental fines • Value of significant environmental fines • Total value of all environmental fines • Total scope 1, 2 and 3 GHG emissions • CO_2e intensity factor • Water consumption • Metal recycling • Wood recycling • Plastic recycling	• Zero (2023 – zero) • Zero (2023 – zero) • Zero (2023 – zero) • $nil (2023 – $nil) • $nil (2023 – $nil) • 557,068 tonnes CO_2e (2023 – 375,945 tonnes CO_2e) • 21.2kg/$k revenue (2023 – 24.3kg/$k revenue) • 90,411m^3 (2023 – 91,746m^3) • 2,967 tonnes (2023 – 2,827 tonnes) • 85 tonnes (2023 – 75 tonnes) • 30 tonnes (2023 – 23 tonnes)

ESG and Sustainability continued

Governance and our ethical behaviour

Fostering mutually beneficial partnerships



Our commitments

To demonstrate Board-level ownership and accountability for sustainability issues
All the Directors attend the Ethics and Sustainability Committee meetings and challenge management on the scope and progress of ESG issues.

To set and deliver long-term sustainability goals
In 2023, the Group exceeded its long-range carbon intensity goal and in March 2025 the Directors announced a new long-term target of achieving an intensity factor of 20 or less, which equates to 33% lower than our 2023 target.

To link key ESG metrics to the remuneration of the senior leadership team
The 2024 Hunting Performance Share Plan incorporates medium-term Safety and Quality goals to ensure management remains focused on delivering safe products and a safe workplace. The 2024 Annual Bonus to the executive Directors included carbon emission and intensity targets, which were partially met.

To foster mutually beneficial partnerships
We foster sound and positive partnerships with our customers and suppliers, industry bodies, and regulators in the regions in which we operate. We respect human rights and believe we create an open, fair and safe environment for all.

SDGs

Material issues

- Safeguarding cyber security
- Protecting and enhancing our reputation
- Complying with regulations
- Promoting business ethics and anti-bribery and corruption
- Assuring due diligence in our supply chain
- Promoting Board leadership and accountability for ESG

Ethical behaviour

We promote honest, ethical and transparent conduct in our business and our supply chain. We foster sound and positive partnerships with our customers, suppliers, industry bodies, and regulators in the regions in which we operate.

ESG and Sustainability continued

Governance
The Directors have delegated key ESG and Sustainability matters to the Ethics and Sustainability Committee.

Meetings of the Committee are attended by the Group's Director for QAHSE, Hunting's Chief HR Officer, General Counsel and members of the central compliance function who oversee carbon and climate reporting.

The Committee has stewardship of the Group's strategic approach to ESG matters. The Committee monitors and guides those matters that are both financially material to the value of the Group's businesses over time, and those that are important to our markets, our employees, other stakeholders and the environment.

The Committee met on two occasions in 2024. For more details see pages 133 to 135.

The management of ESG matters is led by the Chief Executive and the Executive Committee, supported by an ESG Steering Committee and TCFD Working Group.

Business ethics
Hunting's Code of Conduct (the "Code") contains policies and procedures covering how the Group conducts business, internally and externally, and maintains its relationships with business partners.

The Code of Conduct includes operating guidelines and details of key ethics policies in place across the Group, including anti-bribery and corruption and modern slavery procedures, with a parallel training course in place to ensure education and awareness of and compliance with the Hunting Code of Conduct.

All employees and business partners are provided with a copy of the Code and are expected to adhere to it.

In September 2024, we rolled out a new Code of Conduct training course, which all employees are required to complete, with 285 employees completing the training in 2023 and 2,091 of our employees completing the course in 2024. Module two of the new course is due to be rolled out in 2025.

Human rights
We are committed to upholding the human rights of all our stakeholders, we achieve this by providing a safe and positive working environment for all employees and contractors; respecting the rights of each individual, with a zero tolerance approach to any form of discrimination, harassment or bullying; providing training and development programmes to our global workforce; respecting and upholding the rights of employees to engage in collective bargaining where relevant; and acting with honesty, transparency and integrity in all of our dealings with our workforce, and anyone else who is in contact with and reliant on our business.

We have a zero tolerance stance on slavery and trafficking, and we expect the same from our business and trading partners. We demonstrate our compliance with corporate regulations through our Ethical Employment and Trading Policy; our Modern Slavery, Human Trafficking Transparency Statement; and our Ethics Reporting Procedures.

Cyber security
As we become more reliant on globally-connected IT infrastructure, our business is more vulnerable to cyber threats and our cyber risk profile increases. We safeguard against these threats by training employees and by having in place the necessary processes and procedures to protect our systems and data from cyber attacks.

We also recognise that we are custodians of data, on behalf of our employees, customers and suppliers, and that we must protect their information in order to secure and maintain trust.

During the year, we engaged a third party to assist in the development of a cyber attack response plan and enhanced employee cyber security training, with 1,370 employees with access to computers completing cyber security training, compared to 1,119 in 2023.

The Group's IT policies, systems and training are managed by the Chief IT Officer, who reports annually to the Directors on progress made in the year, as well as quarterly reporting to the Executive Committee.

Our approach is proactive and precautionary and we engage only with Tier 1 suppliers.

Export and sanctions compliance
With the increasing complexity of international trade, the Group has enhanced its due diligence of customers and suppliers, which includes end-user declarations and export checks.

Given the geopolitical volatility seen in recent years, the risk of the diversion of goods to higher risk countries or companies, or dual-use of products such as Hunting's perforating product lines, the Group has increased its review and internal checking, improved training and awareness of these risks and continued to adopt adequate procedures to mitigate the risks in this area.

Hunting avoids any form of sanctions risk and constantly reviews current laws and regulations applied by the EU, UK and US to ensure we remain compliant. The Group uses the services of third-party legal experts to ensure key contracts and tenders are reviewed from the perspective of sanctions risk.

Whistleblowing
The Group received three reports from the SafeCall system in the year (2023 – six reports) and an additional report outside of the SafeCall service. All SafeCall reports related to HR matters, which were 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.

ESG and Sustainability continued

People and society

Looking after our people

Our commitments

Operating safely
We seek to achieve and maintain the highest standards of safety for our employees, contractors, customers, suppliers and the public. We constantly monitor the quality assurance and health and safety procedures across the Group.

Supporting and developing our people
We want to attract and retain a highly skilled workforce. We provide training and development to our employees to help them sustain and grow their careers. We promote diversity and workplaces that are free from prejudice. HR reports provide the information the Board needs to review key metrics relating to our people.

Supporting communities around us
We make a positive contribution to the communities in which we operate.

Material issues

Protecting the health and safety of our customers

Protecting the health, safety and well-being of our employees

Promoting and ensuring employee engagement

SDGs

Anti-bribery and corruption

We endeavour to transact business in a transparent and fair manner, and to this end we have strong anti-bribery policies and training across the Group. The Directors have made clear that there is a zero tolerance to bribery, including not paying facilitation payments in any form, while working with public officials in a transparent manner. During the year, the Group did not incur any bribery-related fines. It is also the Group's policy not to make political or lobbying donations.

Modern slavery

Protecting our people from modern slavery and trafficking is another area of focus for our human resources functions. We review all employment documentation to ensure we avoid trafficking or forced labour and ensure pay is provided directly to the individual. Hunting's Code of Conduct training includes a module on identifying those at risk of modern slavery and the procedures to follow.

The Group's central compliance function, overseen by Hunting's Company Secretary manages anti-bribery and modern slavery compliance.

Our people

At 31 December 2024, the Group employed 2,367 people across our global operations (2023 – 2,420 people). Of these, 37% are employed in our North America operations, 22% at Hunting Titan, 16% in Asia Pacific, 12% in EMEA, 9% at Subsea Technologies, and 4% in regional headquarters. Our people are at the heart of our business, and ensuring the safety, health and well-being of every person employed by the Company, or associated with our business, is a priority. We understand that people are essential to the development of our business and success as a company.

ESG and Sustainability continued

Health and safety

Our health, safety and environment ("HSE") goals of "No Accidents, No Harm to People", and "No Damage to the Environment" continues to drive our HSE agenda and support our pursuit of high standards of performance.

Our HSE policy guides the way we work, putting safety first. We place great emphasis on ingraining HSE best practice in our culture and employ rigorous health and safety practices. Our approach 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 Ethics and Sustainability Committee.

Our Group Health, Safety and Environmental Global Manual is accredited to ISO 14001: Environmental Management System, and was compiled in accordance with the ISO 45001: Occupational Health and Safety Management System. This manual specifies requirements for HSE training, the need for protective equipment, and procedures and practices associated with high-risk operations.

As a minimum, we comply with local regulatory requirements, but we strive for more with each local business having a tailored health and safety policy to suit their particular working environment.

To ensure both regulatory compliance and achievement of our own high internal standards, climate, noise and air quality testing is regularly completed at our operations.

We are pleased to report that there were no fatalities in the Group during 2024 or 2023.

Our target is also to achieve zero recordable incidents. While this was not achieved in 2024, our overall safety performance, as measured by the total recordable incident rate, was comparable to last year.

Total recordable incident rate
#

2024	**0.93**
2023	0.91
2022	0.97

Recordable incidents in 2024 rose to 25 (2023 – 24), while the total recordable incident rate increased slightly to 0.93 (2023 – 0.91). The number of hours worked increased from 5.3m hours in 2023 to 5.4m hours during the year.

The average number of employees increased by 3% in the year, while the number of parts manufactured decreased from 23.0m to 15.6m, as volumes declined within our Perforating Systems business, partially offset by the increase in production of OCTG and Subsea orders, which require fewer parts, being completed in the year.

Although the total recordable incident rate increased in the year, the Company is significantly below the industry average of 4.0 (2023 – 4.0) as published by the US Bureau of Labor Statistics, and well below the Group's long-range goal of 2.0 or less.

There was a rise in employee near-miss incidents in 2024 from 71 in 2023 to 85, with a higher number of vehicle near-misses recorded, which translates into a total near-miss frequency rate of 3.15 (2023 – 2.69).

Total near-miss frequency rate
#

2024	**3.15**
2023	2.69
2022	2.79

All the incidents are investigated, rectification processes are implemented where required, and learnings are utilised in safety training sessions, including in the weekly "Tool Box" sessions that each shop-floor member of staff attends where HSE messaging is reinforced.

We place a great deal of emphasis on training and learning from incidents. We have a rigorous safety training curriculum in place, including an embedded Health and Safety training programme for all employees. In 2024, Hunting conducted a total of 68,834 hours (2023 – 48,013 hours) of HSE training, with each employee receiving, on average, 28 hours (2023 – 20 hours) of HSE training in the year.

The Group's SASB reporting includes vehicle incident data, with four vehicle incidents (2023 – nil) reported in the year.

Through our internal HSE Management System, OnBase, processes, communication, training and reporting are now captured seamlessly within one application across the Group, helping to ensure that all operations are in compliance with local regulatory agencies.

Using the OnBase system, we have been able to enhance the number of HSE measures that we report on, as shown on page 74.

The Group also has an emergency response plan in place which is overseen by the Director of QAHSE. The plan incorporates disaster recovery, employee safety and quality assurance matters, in addition to IT plans.

The Group's ERP system is managed by the Chief IT Officer, with input from the central finance function, with risks and controls overseen by the Head of Risk and separate Internal Control Manager. Regular training is arranged for IT matters.

Attracting, retaining, and developing employees

Our ability to successfully deliver on our objectives, and the reputation that we have built over many years, rests on the values and behaviours of our highly skilled and committed employees. We take diligent steps to comply with all relevant regional laws covering employment and minimum wage legislation.

Recruiting, retention, training and development have been important areas of focus during the year. Competition for talent remains strong globally. Nonetheless, while finding talent may currently take longer than it has previously, Hunting continues to find and place good candidates.

We use voluntary turnover as a measure to understand the Company's retention profile. Immediately following the pandemic, the voluntary turnover increased but has reduced to more normal levels during 2024. Our voluntary turnover in the year was at 10.3%, (2023 – 13.5%).

Hunting has a reputation for long service of its employees and the tenure of our employees is another good indicator of our positive work culture. The average tenure of an employee is currently nine years (2023 – nine years). We maintain this success through competitive compensation, excellent benefits, and a commitment to a safe environment.

ESG and Sustainability continued

To retain our staff, we ensure that our employees are fairly remunerated. Given the competitive landscape of our industry, our base levels of pay are well above minimum wage thresholds.

Employees are offered benefits upon joining the Group, including healthcare cover, post-retirement benefits and, in certain instances, participation in annual bonus arrangements. We are continuing to enhance the benefits we offer, such as maternity and paternity leave.

Our remuneration practices are highly consistent throughout the organisation, with short- and long-term incentives offered, the quantum of which depends on the employees' level within the Group.

During the year, some of our employees were selected from different business units across the globe, to participate in the Energy Workforce and Technology Council Executive Leadership programmes, which are designed to develop and enhance leadership skills as well as engagement in networking opportunities within the industry.

Following the outcome of the 2023 engagement survey it was highlighted that there is a need for more recognition of employees, which is being achieved by focusing on leadership training and assisting managers on how to give good feedback and daily recognition.

Additionally, we are placing our senior managers in a programme for executive leadership and our mid-level managers in an operations leadership programme.

Code of Conduct, anti-harassment and discrimination, and unconscious bias training are also continuing to support our diversity and inclusion efforts.

We are further committed to supporting all our employees, with training and development covering Health and Safety training, professional development, and general career development initiatives.

Employee engagement

Hunting places a great deal of emphasis on employee engagement, recognising that high levels of engagement are related to bottom line outcomes such as job performance, client satisfaction and financial returns, while also improving employees' own quality of life. During the year, the Board visited the Ameriport site, which enabled them to meet face-to-face with employees, and also learn about some of the R&D projects that are underway.

In 2023, Hunting undertook an all-employee Gallup Q12 survey following the survey completed in 2019. A total of 1,866 employees responded to the survey, resulting in a participation rate of 83% (2019 – 80%). Both the engagement score and engagement index ratio (which defines engaged workers to actively disengaged workers) improved. Since 2019, we have increased our engagement activities through perception surveys and town hall meetings. In addition, engagement processes have been embedded within all business units to enhance transparent two-way dialogue between the Board and the Group's employees.

Another important result from the survey is the employee engagement ratio of engaged workers versus actively disengaged workers. Hunting's Engagement Index Ratio was 3.5:1, which means there are 3.5 engaged employees for each actively disengaged employee. This is again an improvement from our 2019 result of 2.25:1. An optimal ratio and our goal for future surveys is a ratio of 4:1.

We encourage our employees to engage in dialogue with management to raise issues of concern. These procedures are supported by an independent reporting service operated by SafeCall, where confidential matters can be raised with the Board.

Diversity and inclusion

Hunting prides itself on being a fair and responsible employer. We are committed to creating a positive workplace environment for all our employees, one that is safe, respectful, fair and inclusive, and free from any form of harassment, bullying, or discrimination.

Furthermore, we actively seek to increase the diversity of our workforce through recruitment, training and development, and conditions of work. The Group's ethics policies support equal employment opportunities across all of Hunting's operations.

As a responsible employer, Hunting gives full and fair consideration to applications from disabled persons.

Hunting's Gender Diversity Policy commits us to:

- An embedded culture of equal opportunities for all employees, regardless of gender;
- Require external recruitment consultants to submit their diversity policies to the Group prior to appointment;
- Ensure that external consultants appointed by Hunting provide the Board with shortlists comprising an appropriate gender balance; and
- A periodic review by the Nomination Committee of its progress in complying with best practice recommendations.

Community engagement and support

Hunting continues to engage with and support the communities located around our operations through a wide range of activities, including fund-raising events or community donations.

Each region is encouraged to develop their own community engagement initiatives to align with local cultural practices as well as Hunting's corporate values. Examples of this approach include:

- Our long-standing relationship with three orphanages in Batam, the largest city in the province of Riau Islands in Indonesia.
- Teams from Singapore, China, and Indonesia organised various events to celebrate International Women's Day, including team building exercises, speakers, activities, and workshops, which addressed several topics including diversity and equality in the workplace.
- Hunting's World Heart Day campaign focused on raising heart health awareness across our locations in Singapore, Indonesia, and Wuxi, China. The campaign featured various engaging activities, including health-focused workshops and knowledge-sharing sessions. These efforts enable employees to take proactive steps towards improving their cardiovascular health and foster a collective commitment to well-being.
- In the US, during Breast Cancer Awareness month, through the generosity of our employees, $8,000 was raised to support individuals with breast cancer. With these funds, we delivered 100 Chemo Care Baskets, and also donated to the Cancer Resource Center to support their vital programmes. We hosted a lunch for the dedicated staff who work tirelessly.
- A new internship programme was introduced by Subsea in the US, which we anticipate rolling out to other businesses. Further details on this initiative can be found on page 33.

ESG and Sustainability continued

Responsible products

Delivering high-quality products and services

Our commitment

Delivering high-quality products and services
We meet with customers and pre-empt their needs as well as the environments in which we both operate, through innovation, customisation and the highest levels of quality control. We monitor the Group's interaction with customers, with a risk analysis being completed in the year.

Material issues

Ensuring the quality consistency of our products

Transition to and growth of business in less carbon-intensive sectors

Promoting innovation to develop new products and applications

Being responsive to the needs of our customers and market

SDGs

Reliable and sustainable products

Our purpose is to be a highly trusted innovator and manufacturer of technology and products that create sustainable value for our stakeholders. Our customers rely on us to meet and even pre-empt their needs, consistently, reliably and sustainably. We recognise that achieving this requires both innovation and trust, which, in turn, is delivered through consistent quality delivery. A critical part of the customer engagement strategy is to use our core competencies in systems manufacture, precision engineering and print-part manufacturing to deliver innovative solutions in existing and new markets.

Focus on quality

Our Quality Management System ("QMS") underpins every aspect of our business. Certain minimum requirements are mandated at a Group level, with site and product-specific quality measures in place across all of our manufacturing facilities. Our QMS encompasses procedure specification, job descriptions, and work processes. It states how we control every aspect of a product, from risk assessment to engineering changes and design to new product delivery. Every product is logged and tracked, and its journey can be audited. The Group's internal manufacturing reject rate was 0.31% (2023 – 0.20%) and the percentage of goods shipped that were returned by customers was 0.0006% (2023 – 0.0006%).

Technology development

While Hunting has access to a very wide range of technologies and products, whose applications continue to expand, we know that technology development is an important foundation of our business.

Hunting's TEK-HUB™ is an innovative company-customer partnership that seeks to attract individuals and companies in co-developing and accelerating the commercialisation of new technologies. Hunting also has a number of strategic partnerships, with companies such as Jiuli and CRA-Tubulars, which support bringing products for the energy transition sector to market. By collaborating with technology developers, we are able to deliver a range of benefits, including reducing the time frames required to deliver technologies to market and into the field; and avoiding duplication of effort, resulting in significant financial, time and opportunity cost and energy/CO_2 savings, which frees up resources to solve new problems. For developers, the benefits of partnering with Hunting are significant, including access to capital, an international presence and an established and extensive customer base.

ESG and Sustainability continued

The environment

Expanding our data collection to drive down emissions

Our commitment

Managing our environmental performance and mitigating our impacts
We aim to protect and minimise our impact on the environment in which we operate, and where our products are used. We support the responsible transition to a low carbon economy by setting and achieving emissions reduction targets, mitigating climate-related risks, and transitioning our business to less carbon intensive sectors. These targets are amended and updated where necessary.

Material issues

Ensuring environmental compliance and good practice (emissions, water, waste)

Pursuing the responsible transition to and growth of our business in less carbon-intensive sectors

SDGs

Our comprehensive and integrated approach to quality, safety, health and environmental management and compliance is underpinned by our sound enterprise risk management framework. This supports our aim to ensure compliance with all environmental regulation in the regions in which we operate.

We are committed to the efficient use of natural resources, such as energy, water and raw materials, and to reducing our overall environmental footprint.

The Group's Quality Management System is aligned with the globally recognised ISO 14001 (Environmental management systems) standard and the ISO 50001:2018 (Energy management systems) standard. In 2024, 76% (2023 – 78%) of facilities complied with ISO 9001:2015 (Quality management systems) and 68% (2023 – 40%) of facilities complied with ISO 14001:2015.

Climate change

At Hunting, we support a science-based approach to climate change and recognise that responsible companies have a role to play in mitigating our contribution to climate change and its impact on business and society. The Hunting Board has committed to the principles published in the 2015 Paris Agreement, which aims to limit the increase in global warming to below 2°C and to pursue efforts to limit the increase to 1.5°C. Our Climate Policy was updated in January 2023, and is available at www.huntingplc.com. Having adopted and progressed our TCFD reporting, additional strong governance and reporting initiatives have been put in place to further support our commitment to addressing and mitigating our impact on climate change, as well as the impact of climate change on our business in the short, medium and long term. Our TCFD reporting is available on pages 88 to 101. These disclosures also comply with the UK's climate-related financial disclosures (UKCFD).

We seek to manage our climate-related impact by setting and achieving emissions reductions, and mitigating climate-related risks. While Hunting's businesses have historically operated in the oil and gas sector, the Group is deliberately seeking to transition to lower carbon products and services. We are committed to pursuing energy transition opportunities as well as diversifying revenue sources to include further non-oil and gas sales.

ESG and Sustainability continued

2013	2019	2021	2022	2023	2024	2025	2026	2027
Began scope 1 and 2 GHG emissions reporting.	Publication of maiden carbon reduction and intensity targets.	Initial TCFD disclosures published.	Publication of enhanced TCFD disclosures. Commenced carbon assurance against AA1000 standard with S&P Global.	Maiden scope 3 GHG reporting, based on Hunting Titan operating segment data. Completed 2022 scope 1 and scope 2 assurance.	Expansion of scope 3 reporting and full compliance with TCFD. Completed 2023 scope 1 and 2 assurance against ISO-14064-3.	Complete roll out of scope 3 GHG data collection. Full scope 1, 2 and 3 reporting.	Development of Net Zero plan.	Proposed publication of Net Zero Plan.

Measuring our greenhouse gas emissions and setting targets

Hunting has disclosed its scope 1 and 2 GHG emissions since 2013, in accordance with the principles of the Kyoto Protocol.

We report our emissions, based on operational control, in line with the recommendations published by the World Resources Institute.

The process for the reporting of these emissions is integrated into our non-financial reporting framework. As our scope 1 and 2 emissions are within our control, our aim is to reduce them as a priority. Our progress to date is as follows:

- In 2022, the Board approved a target 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;
- The Group continues to drive an intensity factor of less than 20 (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 another third party to assure our 2023 scope 1 and scope 2 GHG emissions data. This assurance has been completed against the ISO 14064-3 standard; and
- Following completion of the reporting of Hunting Titan's scope 3 GHG emission inventories in 2023, scope 3 reporting for 2024 was extended to the Group's Subsea Technologies, EMEA and Asia Pacific operating segments.

This will enable the Group to develop and publish a credible Net Zero plan by 2027.

Our scope 1 and 2 carbon footprint

To reduce our scope 1 and 2 emissions footprint, we aim to improve our energy efficiency and, at the same time, increase the contribution of renewables to our energy mix. Importantly, we aim to introduce a "low carbon" culture within our operating facilities and among our employees.

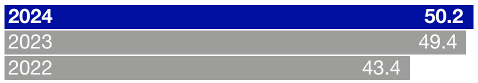
Our energy efficiency is mainly improved by (1) making production more efficient, such as through new equipment and zero emissions vehicles; (2) building new facilities incorporating energy efficiency measures or enhancing existing facilities, such as by adding solar panels; and (3) closing facilities that are no longer considered viable, such as in Hunting Titan during the year.

The construction of the new facility in Dubai has taken into account environmental considerations to meet the Group's ambitions for a sustainable operating site, which aims to be a highly efficient facility.

In the US, where most of the Group's facilities are located, wind generation capacity is substantial, giving the Board confidence that a large proportion of our carbon footprint (predominantly scope 2 electricity usage) can be substantially eliminated by moving to renewable energy.

In the UK, the Group's Aberdeen and London operations have secured renewable energy supplies. The Group also participates in several initiatives, including the Energy Saving Opportunity Scheme, which requires Hunting's UK facilities to be audited for energy efficiency, with recommendations provided to reduce energy usage.

Total purchased electricity
GWh



In 2024, our total electricity usage was 50.2GWh (2023 – 49.4GWh). The 2% increase in electricity usage was lower than the Group's 13% increase in revenue in the year. Of the total figure, total renewable electricity purchased was 10.5GWh, (2023 – 11.4GWh), or 21% of electricity purchased (2023 – 23%), a slight reduction over 2023.

Renewable electricity purchased
GWh

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).

Total scope 1 and 2 emissions
tonnes CO_2e

The Group's total scope 1 and 2 emissions in 2024 were 22,233 tonnes CO_2e (2023 – 22,599 tonnes CO_2e, restated), representing a 2% decrease, despite the increase in revenue, as the number of parts manufactured reduced from 23.0m to 15.6m. We continue to submit yearly to the Carbon Disclosure Project and our latest submission is available at www.cdp.net. The Group's CO_2e intensity factor decreased from 24.3kg/$k of revenue (restated) to 21.2kg/$k of revenue in the year, see below. In the UK, total scope 1 and 2 emissions were 733 tonnes CO_2e (2023 – 787 tonnes CO_2e).

ESG and Sustainability continued

Our scope 3 carbon footprint

In 2024, the Group collected scope 3 data from four of our five operating segments, which include the Hunting Titan, Subsea Technologies, EMEA and Asia Pacific operating segments. Working with a third-party expert, the Group has been able to gather data on 11 of the 15 pillars of scope 3 inventories including: purchased goods and services, product and non-product; fuel and energy-related activities; upstream transportation and distribution; and business travel. Four pillars were determined not to be relevant to the business profile: upstream leased assets; downstream transportation and distribution; processing of sold products; and franchises. 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 these ten reported pillars, scope 3 inventories were calculated to be 351,446 tonnes CO_2e, for the in-scope operating segments, with our process detailed in the case study on page 73.

As the scope 3 emissions are derived from materials purchased, the result above has been extrapolated to obtain a Group scope 3 inventory based on the relative proportions of cost of sales of the four in-scope operating segments to the Group total, as this is considered to be a reasonable proxy for materials purchased. The Group's total scope 3 inventory has been calculated to be 534,835 tonnes CO_2e on this basis. This compares with the estimated emissions of 353,346 tonnes CO_2e in 2023. The estimated total Group scope 1, 2 and 3 emissions for 2024 were, therefore, 557,068 tonnes CO_2e (2023 – 375,945 tonnes CO_2e), with the increase largely due to the rise in raw material steel purchases in Asia Pacific for its large orders.

Management will be extending this assessment exercise to include the North America operating segment in 2025, which will complete the Group's scope 3 footprint. As part of this project, further work is planned to broaden the number of reporting pillars of scope 3 emissions being assessed.

Carbon intensity factor

Hunting's CO_2e intensity factor is based on total carbon dioxide equivalent emissions divided by Group revenue.

In 2024, this was 21.2kg/$k of revenue (2023 – 24.3kg/$k of revenue). Despite the increase in activity in the year, our scope 1 and 2 GHG emissions reduced by 2%, with the carbon intensity factor reducing by 13%, demonstrating that the Group is more energy efficient. This is based on our scope 1 and 2 CO_2e tonnage only.

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_2e intensity factor
kg/$k of revenue

2024	**21.2**
2023	24.3
2022	30.9

Climate change impact and transition

Hunting is currently transforming its business model to pursue opportunities in a lower carbon economy in response to, and to mitigate, climate change. Currently, around $75.1m or 7% (2023 – $75.9m or 8%) of our revenue contribution is from non-oil and gas sectors, and this is set to steadily increase in the years to come.

Our efforts to align our business model to take into account and pre-empt this transition and the opportunities that this potential for diversification has for the business, are described in our Climate Change statement on page 82.

An integral part of our risk management approach ensures that all new facilities take into account environmental impact considerations.

Water management

Hunting has a number of water supplies, some provided by utility networks and some from boreholes drilled at certain locations. We recognise that water is a valuable and sometimes scarce resource in some areas in which we operate. While Hunting is not considered to be a significant water user, we are mindful of the need to actively reduce our freshwater consumption, to reuse/recycle water as far as possible, and to ensure that no contaminated water is discharged into any water source. Any water contaminated during industrial activities is collected and treated or contained as special waste. Our intention is to recycle as much as we are able to internally or facilitate treatment and recycling off site. We are mindful of the potential impact on our facilities of extreme weather events, and ensure that any run-off from our facilities is captured and contained, prior to treatment, through secondary containment measures. A feature of all new and planned facilities is the likely impact of severe storms. In 2024, freshwater consumption was 90,411m³ (2023 – 91,746m³), a decrease of 1% as overall activity levels in EMEA reduced in the year.

Water consumption
thousand* m³

2024	**90**
2023	92
2022	68

*Water consumption for 2022 and 2023 has been restated following a correction for the conversion to cubic metres within one business unit.

Waste management and recycling

We are conscious of the need to responsibly source and consume materials, to increase and optimise reuse and recycle, and to responsibly dispose of waste.

All our operations have recycling programmes in place and recycling data is collated for metal, wood and plastics. Our industrial waste is largely in the form of liquid waste streams. We continue to explore ways of reusing chemicals and materials. For example, we have introduced a mechanism to capture and reuse cutting fluids in the year, that not only limits this waste stream, but is also cost-effective. Where a waste stream is unavoidable, we dispose of this responsibly using appropriately vetted suppliers. We take the view that we are responsible for materials throughout their life cycles. Hunting's joint venture manufacturing facility in Nashik, India, is aiming to be entirely waste free. The JV facility produces and supplies pipes, tubes and premium connections.

Metal recycling
tonnes

2024	**2,967**
2023	2,827
2022	2,032

Wood recycling
tonnes

2024	**85**
2023	75
2022	41

Plastic recycling
tonnes

2024	**30**
2023	23
2022	10

ESG and Sustainability continued

Annual energy summary

	Units	2024	2023*	2022	2021	2020	2019 baseline year
Energy type							
Natural gas – Group	GWh	**7.3**	7.2	7.9	8.5	13.7	17.8
Natural gas – UK	GWh	**0.9**	0.8	0.8	0.9	2.6	4.2
Vehicle consumption and process emissions – Group	tonnes CO_2e	**1,584**	2,132	3,367	2,491	3,338	2,972
Vehicle consumption and process emissions – UK	tonnes CO_2e	**95**	76	76	28	34	60
Electricity purchased – Group	GWh	**50.2**	49.4	43.4	40.5	48.6	55.7
Electricity purchased – UK	GWh	**1.1**	1.7	0.5	1.4	1.4	1.6
Renewable electricity purchased – Group	GWh	**10.5**	11.4	8.7	6.5	5.8	2.1
Renewable electricity purchased – UK	GWh	**1.1**	1.7	0.5	0.3	0.4	0.5
Greenhouse gas emissions							
Scope 1**	tonnes CO_2e	**3,630**	4,169	5,778	4,171	6,605	7,100
Scope 2***	tonnes CO_2e	**18,603**	18,430	16,644	14,688	18,811	28,774
Total scope 1 and 2	tonnes CO_2e	**22,233**	22,599	22,422	18,859	25,416	35,874
Scope 3	tonnes CO_2e	**534,835**	353,346	277,143	n/a	n/a	n/a
Total scope 1, 2 and 3	tonnes CO_2e	**557,068**	375,945	299,565	n/a	n/a	n/a
CO_2e intensity factor (based on scope 1 and 2 emissions only)	kilograms per $k revenue	**21.2**	24.3	30.9	36.2	40.6	37.4
Water consumption	thousand cubic metres	**90**	92	58	69	257	319

* Following an internal review of our carbon data collection methods, double counting was found in two business units and therefore the 2023 figure has been restated to reflect this.
** Total scope 1 greenhouse gas emissions include UK scope 1 emissions of 498 tonnes CO_2e (2023 – 441 tonnes CO_2e).
*** Total scope 2 greenhouse gas emissions include UK scope 2 emissions of 235 tonnes CO_2e (2023 – 346 tonnes CO_2e).

ESG and Sustainability continued

Sustainability Accounting Standards Board information

Oil & Gas – Services

Topic	Accounting metric	SASB code	Reported by Hunting	Section	Page navigation
Emissions Reduction Services & Fuel Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles; and (2) off-road equipment.	EM-SV-110a.1	Yes	Environment	85
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts.	EM-SV-110a.1	Yes	Task Force on Climate-related Financial Disclosures	88 to 101
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions.	EM-SV-110a.3	n/a	n/a	n/a
Water Management Services	(1) Total volume of fresh water handled in operations; and (2) percentage recycled.	EM-SV-140a.1	Yes	Water management	84
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities and impacts.	EM-SV-140a.2	Yes	Water management	84
Chemicals Management	Volume of hydraulic fracturing fluid used, percentage hazardous.	EM-SV-150a.1	n/a	n/a	n/a
	Discussion of strategy or plans to address chemical-related risks, opportunities and impacts.	EM-SV-150a.2	Yes	Waste management and recycling	84
Ecological Impact Management	Average disturbed acreage per: (1) oil; and (2) gas well site.	EM-SV-160a.1	n/a	n/a	n/a
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities.	EM-SV-160a.2	n/a	n/a	n/a
Workforce Health & Safety	(1) Total recordable incident rate; (2) fatality rate; (3) near-miss frequency rate; (4) total vehicle incident rate; and (5) average hours of health, safety and emergency response training for: (a) full-time employees; (b) contract employees; and (c) short-service employees.	EM-SV-320a.1	Yes Yes Yes n/a Yes	Health and safety Health and safety Health and safety n/a Health and safety	79 79 79 n/a 79
	Description of management systems used to integrate a culture of safety throughout the value chain and project life cycle.	EM-SV-320a.2	Yes	Training Health and safety	27 and 79 27 and 79
Business Ethics & Payments Transparency	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index.	EM-SV-510a.1	n/a	n/a	n/a
	Description of the management system for prevention of corruption and bribery throughout the value chain.	EM-SV-510a.2	Yes	Anti-bribery and corruption ("ABC")	29 and 78
	No political or lobbying donations were made.	EM-SV-510a.2	Yes	Anti-bribery and corruption ("ABC")	78 and 169
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry.	EM-SV-530a.1	Yes	Business model	20 to 32
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks.	EM-SV-540a.1	n/a	n/a	n/a

ESG and Sustainability continued

Oil & Gas – Services: metrics

Activity metric	SASB code	Reported by Hunting	Section	Page navigation
Number of active rig sites	EM-SV-000.A	n/a	n/a	n/a
Number of active well sites	EM-SV-000.B	n/a	n/a	n/a
Total amount of drilling performed	EM-SV-000.C	n/a	n/a	n/a
Total number of hours worked by all employees	EM-SV-000.D	Yes	Health and safety	79

Industrial Machinery & Equipment

Topic	Accounting metric	SASB code	Reported by Hunting	Section	Page navigation
Energy Management	(1) Total energy consumed; (2) percentage grid electricity; and (3) percentage renewable.	RT-IG-130a.1	Yes Yes Yes	Annual energy summary Annual energy summary Annual energy summary	85
Employee Health & Safety	(1) Total recordable incident rate; (2) fatality rate; and (3) near-miss frequency rate.	RT-IG-320a.1	Yes Yes Yes	Health and safety Health and safety Health and safety	79 79 79
Fuel Economy & Emissions in Use-phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles.	RT-IG-410a.1	n/a	n/a	n/a
	Sales-weighted fuel efficiency for non-road equipment.	RT-IG-410a.2	n/a	n/a	n/a
	Sales-weighted fuel efficiency for stationary generators.	RT-IG-410a.3	n/a	n/a	n/a
	Sales-weighted emissions of: (1) nitrogen oxides (NOx); and (2) particulate matter (PM) for: (a) marine diesel engines; (b) locomotive diesel engines; (c) on-road medium- and heavy-duty engines; and (d) other non-road diesel engines.	RT-IG-410a.4	n/a	n/a	n/a

Industrial Machinery & Equipment: metrics

Activity metric	SASB code	Reported by Hunting	Section	Page navigation
Number of units produced by product category	RT-IG-000.A	n/a	n/a	n/a
Number of employees	RT-IG-000.B	Yes	Employees Our people	27 78

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

2024 has seen further expansion of carbon emissions data collection, with four of the Group’s five operating segments reporting scope 3 emissions inventories.

We have updated our physical risk analysis with the assistance of a third-party expert and increased our financial impact analysis.

Based on these reporting enhancements, Hunting is now fully compliant with all TCFD reporting requirements.

Compliance

Under the FCA’s UK Listing Rule 6.6.6R(8) for companies with the listing of equity shares in the Equity Shares Commercial Companies category, Hunting is required to report on a “comply or explain” basis against the TCFD Recommendations and Recommended Disclosures in respect of the financial year ended 31 December 2024.

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

(i) Governance (page 90);
(ii) Strategy (pages 91 to 99);
(iii) Risk Management (pages 99 and 100); and
(iv) Metrics and Targets (pages 100 and 101).

The Directors consider Hunting to be fully compliant with UK Listing Rule 6.6.6R(8), following enhancements to its reporting procedures completed during 2024, as well as the climate-related financial disclosures required by sections 414CA and 414CB(2A)-(2H) of the Companies Act 2006.

Climate policy

In 2020, the Directors approved a Climate Policy (located at 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

In 2023, the Board of Hunting announced the Hunting 2030 Strategy, which commits to the development of revenue from the energy transition sector, including low carbon geothermal and carbon capture projects, and non-oil and gas end-markets.

In 2024, the Group announced the commercialisation of its licensed Organic Oil Recovery technology, with c.$60m of contracts announced with clients in the North Sea. This technology enhances production of brownfield sites of oil and gas and has the potential to curtail the number of greenfield developments.

To increase the Group’s long-term sustainability investment profile, Hunting is now targeting 25% of total revenue to be derived from non-oil and gas sources by 2030 as announced at our Capital Markets Day in September 2023. This is targeted at reducing the cyclicality of the Group’s revenue and profit profile, to ensure Hunting remains an investable business through the energy cycle.

For more information on the Hunting 2030 Strategy please see pages 10 to 16.

Risk management

To capture potential climate change risks, the Group rolls out an annual climate change risk management survey to all businesses.

The survey explores the impact of climate change on the long-term outlook of each business unit, using the “business as usual” and “1.5°C” global warming scenarios.

The survey captures the risk profile of the proposed pivot to lower oil and gas-related sales, in addition to the physical risks associated with Hunting’s asset base.

The risk assessment presented on pages 92 to 96 incorporates these disclosures and also reflects the financial impact of these risks in the short, medium and long term.

The Group has further developed its financial model, which analyses the carrying values of the assets held by each business and provides a perspective on the financial impact of each business unit based on these climate scenarios.

Metrics and targets

The Directors of Hunting announced new greenhouse gas (“GHG”) emissions reduction targets in 2023, which include a reduction of scope 1 and 2 emissions to 50% of the baseline year of 2019 by 2030.

In March 2025, the Company set a new long-term emissions intensity target of 20kg/$k of revenue or less, based on the Group’s scope 1 and 2 emissions to revenue ratio. Our intensity factor is calculated using our total scope 1 and 2 greenhouse gas emissions in kilogrammes divided by our total revenue in $’000.

Carbon data collection and assurance

The Group assured its 2023 scope 1 and 2 carbon emissions data in 2024, aligning with the ISO 14064-3 standard, a more stringent standard to report against, demonstrating the commitment by the Directors to enhance its procedures. The Group elected to use a different third-party expert from last year to provide this assurance, with no material issues identified.

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

Scope 3 emissions reporting

Hunting appointed the Carbon Trust to assist in determining scope 3 emissions inventories for its Hunting Titan, Subsea Technologies, EMEA, and Asia Pacific operating segments in 2024. This data was used by Hunting to extrapolate a total 2024 scope 3 emissions data point for the Group. Please refer to the case study on page 73 for further details.

These four operating segments account for c.53% of the Group's scope 1 and 2 GHG emissions, providing a significant level of coverage for the extrapolation of the Group's scope 3 footprint.

Management has taken the scope 3 data for the nine months to 30 September 2024 for these four operating segments and scaled this to a 12-month period to arrive at a total for these operating segments. The total was then extrapolated using the relative cost of sales amount for 2024 for all five operating segments to determine the Group's total scope 3 footprint.

A third-party expert was appointed to assist in the data collection work and provide support to the conversion of the data into scope 3 emissions for each of the pillars reported. In 2025, all of the Group's operating segments will be included in the data collection process.

New physical risk assessment

In 2021, the Group appointed WillisTowersWatson ("WTW") to assess the physical risk profile of Hunting's global asset base. This process was repeated in 2024, as climate models were evolved, coupled with the changing profile of Hunting's asset base, as new facilities were opened and others consolidated or divested.

The 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 timescales applied were 2030, 2050 and 2100 in the completed analysis. Fourteen climate/natural hazards were assessed, including: river flood, sea level rise, heavy precipitation, heat stress, drought stress, fire weather stress, tropical cyclone, extratropical cyclone, hailstorm, lightning, coastal flood, tornado, wildfire, and flash floods.

The analysis has concluded the following risk profile for the Group based on the current climate:

- 79% of Hunting's total insured asset base is exposed to material heat stress (2021 – 74%);
- 47% of our asset base is exposed to drought stress (2021 – 10%);
- 29% is exposed to fire stress (2021 – 22%);
- 71% is exposed to material precipitation risk (2021 – 70%); and
- 33% of our asset base is exposed to material tropical storms (2021 – 9%).

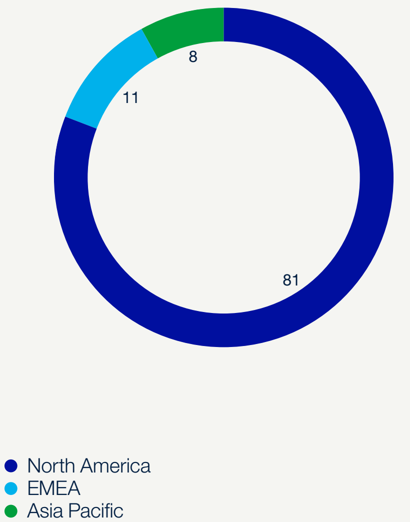
In the 2050 RCP8.5 scenario, the above values change to:

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

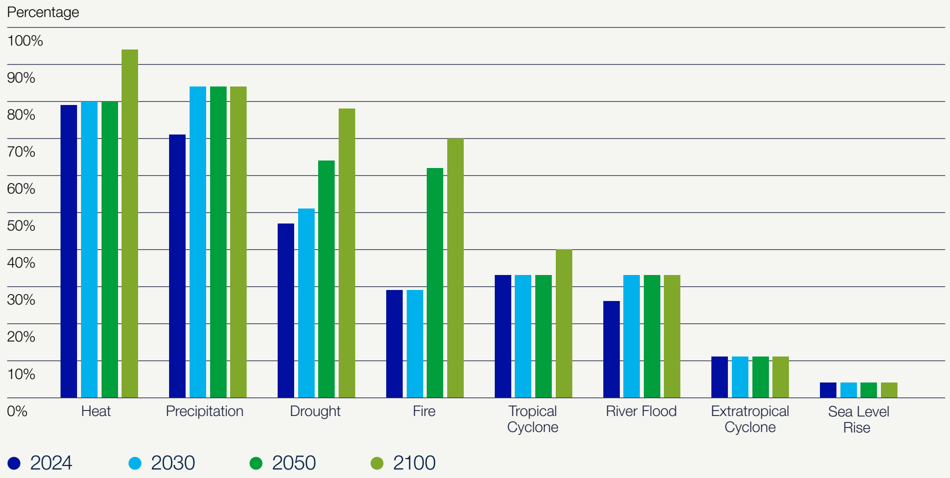
The Directors, therefore, noted that for Hunting the key climate/natural hazards are drought stress, fire stress, and tropical cyclones under the more aggressive climate change scenario, as analysed by WTW.

The geographic split of our asset base is shown in the chart on the right, which highlights that approximately 81% of the Group's assets are located in North America, with the balance mostly located in Europe and Asia Pacific.

Geographic split of asset base
%



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



Source: WillisTowersWatson

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.

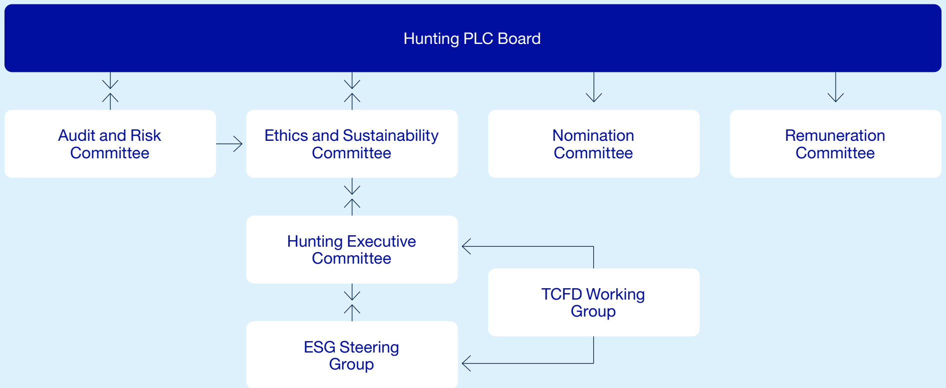
Disclosure (a) – Board oversight
The Chief Executive has been charged with oversight and responsibility for all TCFD matters.

Since 2020, the Board has been briefed by the Group's central compliance and finance functions on TCFD reporting requirements and the workstreams 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.

Climate governance framework



In 2024, the Company appointed WTW to assist in the reassessment of the Group's physical risk profile, based on the location of its current and non-current assets. This exercise will be repeated in 2027.

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 116 and 117) 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 133 to 135.

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 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.

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 business unit-level climate risk register, which is detailed on pages 92 to 96. 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 119 to 130.

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 risks and opportunities based on the geographic split of its global operations or by the various industry sectors where it sells products and services, as recommended by part (a) of Strategy.

Hunting is a global energy services group focused largely on the oil and gas industry and, therefore, each of its global operating segments are faced with the same climate change 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 c.7% of the Group's total sales in 2024 and therefore remains at a level which is not sufficiently material to analyse as a separate sector or geography.

The opportunity to transition to non-oil and gas-related sales exists in all operating segments across the Group, but notably in the North America, EMEA and Asia Pacific operating segments, which currently represent all of the Group's non-oil and gas revenue, and in the segments with high proportions of OCTG-related revenue. As such, the non-oil and gas segment of Hunting's revenue profile is not a separate business unit.

Therefore, the Board believes that the geographical/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) – evolution of current policies and a steady advancement of current and nascent technologies;
- **Middle case scenario** (aligned to 2.0°C warming) – global Net Zero achieved by 2060, 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** (aligned to 1.5°C warming) – global Net Zero achieved by 2050 as prescribed by the Paris Agreement. This reflects immediate peak energy, rapid hydrogen and carbon removal deployment and a consumer shift.

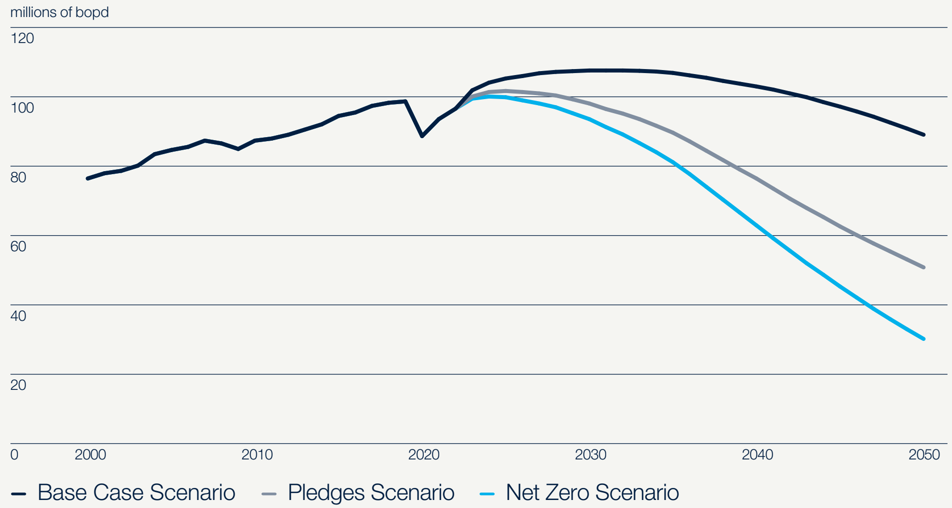
In selecting these scenarios, the Group used energy demand analysis from Wood Mackenzie (see graph on the right), which analyses a range of climate change scenarios, as well as the latest energy transition projections and oil and gas demand scenarios from the International Energy Agency ("IEA"), see graph on page 97, which is assumed to be in a Stated Policies Scenario.

The IEA research included three scenarios: the Stated Policies Scenario, the Announced Pledges Scenario, and the Net Zero Emissions by 2050 Scenario.

Climate scenarios for evaluating physical risks and opportunities

WTW has evaluated the longer-range climate risk to the Group's operating locations, applying various climate scenarios up to 2100, as noted earlier.

Scenarios for oil demand: 2020 to 2050



Source: Wood Mackenzie

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.

The scenarios have been 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 period aligns with the Group's usual business and financial planning time frame, the medium term aligns with the business outlook beyond the short term, and the long-term period represents the time frame by which the wide range of uncertainties surrounding the energy transition are expected to materialise.

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
1. Market			
Risk rating: Medium **Time frame:** Long term **Financial impact:** Revenue	Hunting's primary revenue streams are derived from the oil and gas industry, which can be highly cyclical and is driven by commodity prices. 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.	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 91 and the latter on page 97. 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. 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 tracking energy transition developments. As noted on pages 10 to 16, the Board is putting initiatives in place to diversify its revenue streams, which do not rely on the global oil and gas market, to minimise earnings volatility over time.	As noted in the Market Summary on pages 40 to 42, market data, including rig count and drilling and production spend, published by Spears & Associates, support the Group's wider financial reporting needs in the short term, including impairment reviews. In October 2024, the IEA issued its annual energy outlook which provides a perspective on the long-term changes to energy demand and its primary energy inputs. This shows that the outlook for oil and gas, in a Stated Policies Scenario as defined by the IEA, remains robust to 2050 with oil demand remaining flat for this timescale, with a small decline in natural gas demand. 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% from 2023 in the Middle Case and Rapid Transition scenarios. These energy demand scenarios have implications for Hunting's long-term strategy, as the Group's 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 timescale (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 18.
2. Technology			
Risk rating: Medium **Time frame:** Long term **Financial impact:** Revenue	Hunting's products and services are primarily targeted at the oil and gas industry, given its expertise and know-how of this sector. 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 energy world or could become obsolete.	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.	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. 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
3. Labour and expenses			
Risk rating: Medium **Time frame:** Short to medium term **Financial impact:** Expenditure	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. 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.	The Directors have monitored labour risk during 2024, through the Remuneration and Ethics and Sustainability Committees, to ensure possible labour market issues in Hunting's various regions of operation are minimised.	Labour costs – Hunting's products and services are delivered by a highly skilled workforce comprising engineers, machinists and professional services staff. The competition for talent remains a principal risk to the Company as noted on page 108, with employment costs likely to increase in the long term, to attract and retain employees to the oil and gas industry. Hunting's employee costs are disclosed in note 7 on pages 196 and 197. Energy costs – in 2024 total utilities costs amounted to c.$5.9m. It is possible that as the energy transition progresses, the cost of electricity will increase as more expensive primary energy sources are adopted. It is expected that the energy cost impact will increase in each scenario, with the largest impact expected in the rapid transition scenario.
4. Insurance and tax			
Risk rating: Low **Time frame:** Short to medium term **Financial impact:** Expenditure	Hunting is faced with the likelihood of increased operating costs, including insurance and tax costs. It is possible that Hunting's insurance costs could rise in the future, given its presence in the global energy supply chain in addition to the location of certain facilities in the Gulf of Mexico. Further, it is possible that western governments will introduce taxation on companies based on carbon footprint.	The Board has announced a 2030 Strategy, which will target a material increase in non-oil and gas revenue by the end of the decade. This initiative, in part, is to support a less volatile earnings profile, but also to minimise sector-related cost increases such as Directors' & Officers' liability insurance seen across the energy sector. Further, given that the Group has a relatively low carbon footprint, compared to other energy companies such as exploration and production businesses, any carbon-related taxation is likely to be modest, given Hunting's drive to reduce scope 1 and 2 emissions.	Given the modest level of emissions produced by the Group, the Directors believe that the potential tax cost to the Group is low. The Group maintains a broad-based insurance programme covering many risk areas. Property damage and business interruption policies are in place, which cover potential losses due to severe weather events. Given the location of certain of the Group's facilities in Texas and Louisiana, which are subject to wind storms, it is possible that the cost of this insurance cover will increase over time as the long-term risk profile of these operations increases. However, the Directors believe that given Hunting's diversified operational footprint, the risk of loss of operations is low.

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

Climate change risk analysis continued
Transitional risks continued

Category	Description of risk	Management actions	Impact
5. Financial markets			
Risk rating: High **Time frame:** Short to long term **Financial impact:** Capital and financing	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 equity/debt funding support from 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 capital markets to fund its businesses. The Group currently has access to a $300m committed lending facility, comprising a $200m RCF and $100m term loan, which provides a strong funding base into the medium term.	The Hunting 2030 Strategy, climate policy, and the ability to diversify revenue streams to non-oil and gas markets are considered to partially mitigate the impact. **Capital investment** – it is likely that new investment in facilities will occur over time to align with the physical risk to the Group's facilities noted on page 89. 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 capital for this purpose. **Acquisitions** – Hunting has a strategy to develop its non-oil and gas revenue which, in part, will be funded by internally generated cash flows.
6. Regulatory, legal and compliance			
Risk rating: Medium **Time frame:** Short to medium term **Financial impact:** Expenditure, capital and financing	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.	As noted in the Risk Management section on pages 99 and 100, 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 are continuously monitoring regulatory and compliance changes across its various jurisdictions.	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. 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. Climate-related litigation is a further potential cost pressure, which may materialise over time, as activism increases.

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

Climate change risk analysis continued
Transitional risks continued

Category	Description of risk	Management actions	Impact
7. Reputation			
Risk rating: High **Time frame:** Short to long term **Financial impact:** Capital and financing	Many stakeholders have become more aware of climate change, linking a Company's response to the climate debate to its reputation. 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.	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. 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. Management are focused on close investor relationships and more regular interactions, and further transparency on strategy.	Reputation risk is not easily quantified. 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 of 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. 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.

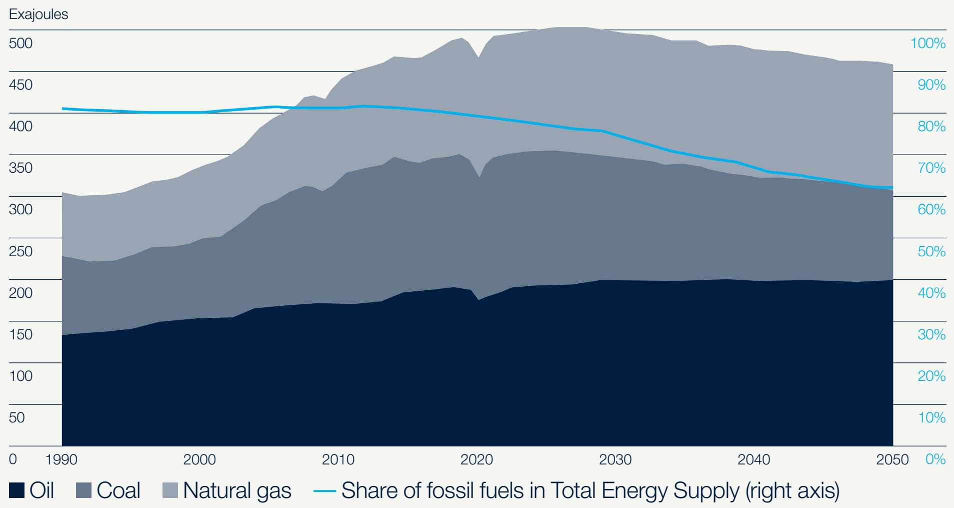
Task Force on Climate-related Financial Disclosures ("TCFD") continued

Climate change risk analysis continued
Physical risks

Category	Description of risk	Management actions	Impact
8. Assets			
Risk rating: Medium **Time frame:** Long term **Financial impact:** Revenue Assets and liabilities	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. 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.	In December 2024, the Board and the Ethics and Sustainability Committee reviewed an independent report from WillisTowersWatson ("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 89 presents the Group's facilities' exposure to various severe weather events based on the physical risk climate scenarios. Given the concentration of facilities in Texas and Louisiana, c.80% of the Group's operating locations are considered to be in higher-risk areas. In 2024, a number of facilities closed due to Hurricanes Beryl and Francine; however, these closures were for only a few days. All facilities are built to withstand these weather events, which minimises production downtimes when these events occur. The Directors believe that Hunting's long-term presence in Louisiana and Texas has given the Group considerable experience in managing this risk. Considered as part of the Group's strategic planning, it is expected that the majority of products and services offered by Hunting can be manufactured in multiple facilities, which mitigates the risk of loss of revenue.	The Group has completed a new physical risk assessment, the results of which are summarised on page 89. 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. 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. Further, the Group has a number of specialist manufacturing facilities, including our Electronics, Energetics, Subsea and Perforating Systems products, which if a weather event was to hit one of these facilities, it would take a number of months to restore production. However, given that these separate product lines or operating facilities do not contribute to a significant level of profit before tax, the overall impact on the Group's financial statements is believed to be low risk. The Directors, therefore, believe that given the diverse product groups, different geographic locations, both in North America and internationally, the physical risk profile of the Group is sufficiently mitigated.

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

IEA projected fossil fuel demand: 1990–2050



Source: IEA – World Energy Outlook

Climate opportunities

Resource efficiency

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

In 2024, the cost saving estimated by this programme was $0.5m (2023 – $1.4m).

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 100 and 101.

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

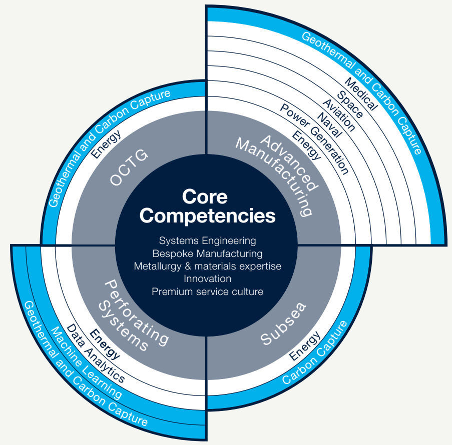
The Directors of Hunting have assessed the opportunities that climate change presents to the Group. These opportunities are considered to exist in each scenario but would be expected to accelerate and happen more swiftly in the Rapid Transition and Middle Case scenarios.

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 are also commencing their climate journey, with energy transition plans being announced. Hunting's relationship with key exploration and production companies and international energy service groups has been established over many years, with Hunting being a trusted member of the global energy supply chain. The Board, therefore, believes that Hunting can successfully leverage its brand and reputation to remain a key participant in the energy transition.

Hunting's core competencies – current and target markets



ii. Participation in carbon capture and storage projects

As noted in the Market Summary, on page 42, 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 10 to 16.

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 and carbon capture 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 2024, research and development expenditure totalled $8.8m (2023 – $6.9m).

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.

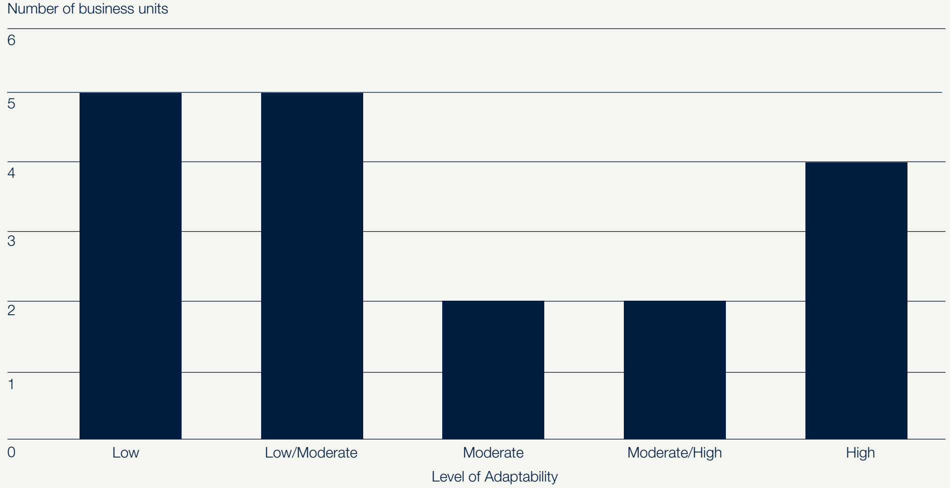
Access to capital

The Group currently has access to $300m 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 high level of adaptability if energy markets change materially.

We have progressed scenario analysis in 2024 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 leverages the Group's extended forecast out to 2029 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 90. 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 can respond in an appropriate manner. Further information on climate change and energy transition risk can be found on page 108 within Risk Management.

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 within the Group completes a broad-based risk assessment twice a year. The results of the process are consolidated into a Group-level risk register, which includes details of the risk and the associated mitigating controls. This includes financial, reputational, strategic, legal and insurance risk as well as other operational risks faced by the Company.

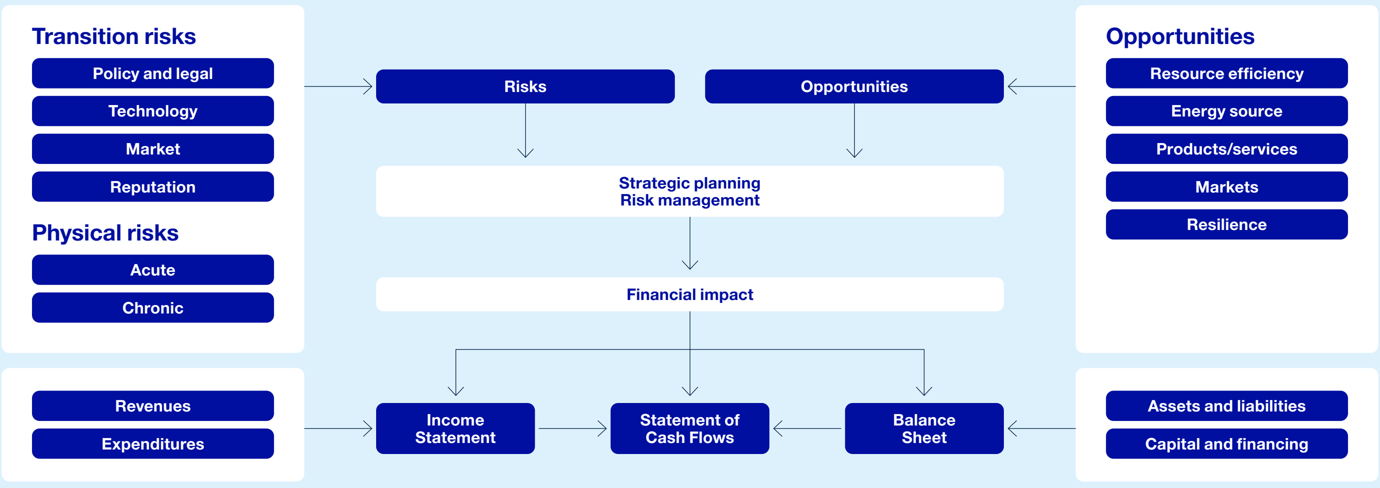
The Group's Audit and Risk Committee reviews the Group-level risk register twice a year as part of its annual schedule of work with input from the Group Finance Director, Group Financial Controller, Group Risk Manager and the Internal Auditor.

In 2022, the Group's central compliance function introduced a climate-specific risk questionnaire to all businesses within the Group, which asked for key information on transition and physical risks related to climate change, as well as strategic opportunities as the energy transition accelerates.

In 2023, a bi-annual Group-level broad-risk assessment was also introduced, bringing together responses from global heads of functions.

The risk assessment framework was based on the TCFD guidance as illustrated below.

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

The results of this process are reviewed and consolidated by the Group's central compliance and finance functions and fed into the scenario analysis presented on pages 98 and 99.

This analysis was reviewed by the Directors at its meeting in June 2024 and was debated at the meeting of the Ethics and Sustainability Committee in December 2024.

The analysis will continue to be completed annually as part of the Group's wider risk management procedures.

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 90 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 monitor Hunting's climate-related risks and opportunities, the Group has elected to adopt a broad set of metrics to enable climate-related risks and opportunities to be monitored. These are presented in the accompanying table on page 101.

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

The Group currently collects scope 1 and 2 GHG emissions data based on the Greenhouse Gas Protocol, published by the World Resources Institute. The data is consolidated on an operational control basis, through the Group's central financial consolidation system. Carbon dioxide equivalent emissions are calculated using factors published by DESNZ in the UK to derive its total scope 1 and 2 emissions.

Scope 1 emissions in 2024 were 3,630 tonnes CO_2e (2023 – 4,169 tonnes CO_2e) and scope 2 emissions were 18,603 tonnes CO_2e (2023 – 18,430 tonnes CO_2e).

Hunting's total scope 1 and 2 emissions have been assessed to be 22,233 tonnes CO_2e (2023 – 22,599 tonnes CO_2e, restated).

Scope 1 and 2 emissions, when comparing 2024 outcomes to the prior year, have decreased by 2% despite activity increasing in the year.

The Group also reported its scope 3 emissions based on an extrapolated data collected from its Hunting Titan, Subsea Technologies, EMEA and Asia Pacific operating segments.

Based on this analysis, scope 3 emissions for the Group are estimated to be 534,835 tonnes CO_2e (2023 – 353,346 tonnes CO_2e).

In 2025 all businesses within the Group will submit scope 3 emissions data.

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_2e by 2030.

With 2024 scope 1 and 2 emissions of 22,233 tonnes CO_2e, Hunting has reduced its emissions by 38% since 2019 and needs to reduce its emissions by a further 19% to meet its medium-term target.

In March 2025, the Group published a new long-term Intensity Factor target of less than 20 by 2030.

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 2024, the Group's non-oil and gas sales were 7% of total revenue or \$75.1m (2023 – \$75.9m/8%). 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	2024	2023
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.	**973.8**	853.2
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.	**75.1**	75.9
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.	**5.9**	5.6
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.	**5.0**	4.4
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.	**8.8**	6.9
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.	**30.1**	34.6
Scope 1 GHG emissions: tonnes CO_2e	Hunting's scope 1 carbon footprint provides investors with data on the Group's contribution to climate change.	**3,630**	4,169
Scope 2 GHG emissions: tonnes CO_2e	Hunting's scope 2 carbon footprint provides investors with data on the Group's contribution to climate change.	**18,603**	18,430
Scope 3 GHG emissions: tonnes CO_2e	Hunting's scope 3 carbon footprint provides investors with data on the Group's contribution to climate change.	**534,835**	353,346
Water consumption: '000s cubic metres	Hunting's water consumption provides investors with data on this impact on the planet.	**90**	92
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.	**0.5**	1.4
Carbon emissions offset cost: €m	The cost of purchasing carbon credits (scope 1 and 2 emissions only) to become a Net Zero business.	**1.7**	1.4
Market capitalisation: $m	The value of the Group's equity provides an indication of the future value of the Group's cash generating assets.	**597.6**	620.5
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.	**902.3**	950.1
Renewable electricity purchased: GWh	The level of renewable energy purchased provides an indication of the Group's drive to lower emissions.	**10.6**	11.4
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.	**79**	74
Assets exposed to precipitation risk: %	The proportion of assets exposed to precipitation risk provides an indication of the physical risk exposure of the Group.	**71**	70

Risk Management

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 achieve its strategic objectives and deliver value to shareholders.

Identifying our risks

Effective risk identification aims to enable Hunting to make meaningful and informed strategic decisions and deliver long-term success. Under Hunting's decentralised philosophy, risk management acts as a "challenger" to pressure test business risks and mitigation, while local management is empowered to manage the risks in their respective markets. Effective risk management further helps us comply with the UK Corporate Governance Code requirements, implement relevant controls and pursue new opportunities, while mitigating risks in a changing industry and external environment.

We take both a bottom-up and a top-down approach to risk management and we continue to improve alignment and communication between them. Twice a year, local management formally reviews risks faced by their business, based on current trading, prospects and the local market environment. The review is a qualitative and quantitative assessment of the likelihood of a risk materialising and the probable financial, operational, strategic and reputational impact. All assessments are performed on a pre- and post-controls basis and consider the effectiveness of current control mitigation.

These principal local risks are reported to Group management, where a Group-level workshop is performed to pressure test the risks and their controls as well as fill in any gaps. In addition, to heighten Group monitoring of the potential for fraud, local management reports on local fraud risk irrespective of its perceived potential low impact on the local business.

To further understand Group-level risks and the interdependencies between them, a Group-level risk assessment was introduced in 2023 and is now fully embedded in the ongoing risk process. The Group-level risk assessment includes input from heads of functions to include a top-down and strategic input into the risk register.

In 2024, a Board-level risk assessment workshop was undertaken to gain insight into the top risks and opportunities from non-executive Directors. The input was included in the risk register and helped prioritise top strategic risks and mitigation practices.

Reporting on our risks

Principal and business risks identified are reported into the overall Group Risk Register, which is reviewed and challenged by the Audit and Risk Committee twice a year. Additionally, top business risks are reported bi-annually into the Executive Committee to ensure alignment between top-down and bottom-up risk reporting practices. An appropriate executive Director, together with local management, is allocated responsibility for managing each separate risk identified in the Group Risk Register.

Managing our risks

The management of each business unit has responsibility for establishing an effective system of controls and processes for its business, which, at a minimum, meets the requirements set out in the Group Manual and complies with any additional local requirements. Strategic plans, annual budgets and long-term viability financial projections are formally presented to the Board for adoption and approval and form the basis for monitoring performance. The Board's robust assessment of principal and emerging risks ensures adequate review of the risk management framework and allows the Board to put in place safeguards to manage the risks, if necessary, and to make informed decisions to mitigate potential damage.

Hunting's internal control system, which has been in place throughout 2024 and up to the date of approval of these accounts, is designed to identify, evaluate, and manage the principal risks to which the Group is exposed, as well as identify and consider emerging risks to which the Group may be exposed to in the future. Internal controls are regularly assessed to ensure they remain appropriate and effective.

Business unit management completes an annual self-assessment of the financial controls in place at their business unit. The assessment is qualitative and is undertaken in the context of the recommended controls identified within the Group Manual. Gaps between the recommended controls and those in place are assessed and improvements are actioned within a targeted time frame when these are identified as a necessary requirement.

Risk Management continued

Results of the assessments are summarised and presented to the Audit and Risk Committee annually. A number of control gaps were identified as part of the year-end audit procedures in the Netherlands, as discussed on page 163 in the Audit and Risk Committee Report.

This system of internal control is designed to manage rather than eliminate risks, therefore it can only provide reasonable but not absolute assurance against material misstatement or loss in the consolidated financial statements and meeting internal control objectives.

The Board recognises that a number of risks are not within the direct control of management, including energy market factors such as commodity pricing and daily supply/demand dynamics driven by economic or geopolitical movements and climate change.

These factors are regularly assessed by the Board and are considered alongside the risk management framework operated by the Group. We also use insurance as a risk mitigation tool. The Group monitors and reviews new UK Listing Rules, the Disclosure Guidance and Transparency Rules sourcebook, accounting standards, interpretations and amendments, legislation and other statutory requirements.

Emerging risks

Alongside the process of identifying the Group's current risks in the bi-annual risk assessments, business- and Group-level risk identification questionnaires identify emerging risks that may impact the Company.

Management also monitors emerging risks through observing press comments, including industry specific journals; discussions with shareholders, advisers, customers and suppliers; attendance at structured forums; review of comments published by other companies; review of insurance company risk assessments; and internal debate by senior executives.

Several emerging risks are monitored, including the progress of Artificial Intelligence ("AI") and its capabilities. AI presents privacy and cyber concerns, but also opportunities to enhance operational efficiency. Due to the current unsettled regulatory environment, including changing political and global power dynamics, the emerging risk of unsettled regulatory and legal environments, alongside an increase in compliance and legal costs is key. Lastly, with the ongoing focus on acquisitions and current global joint ventures, change management and associated regulatory and legal emerging risks are monitored for both risks and opportunities.

Strengthening our risk management framework in 2024

We continue to enhance and develop our risk management programme with a focus on continuous process improvements, dynamic data collection, and improved communication channels to make our risk processes more valuable to both the business and long-term strategy. Over the course of the year, we have:

- Signed-off a Board-approved risk appetite process, to be deployed and operationalised in 2025;
- Selected Governance, Risk and Compliance software to support the dynamic identification of risks and better alignment with mitigation and controls;
- Fully deployed and integrated a Group-level risk assessment, which serves to understand strategic and operational principal and emerging risks from the Group level;
- Held a Board workshop to understand top risks and opportunities and their alignment to the strategic vision of the Company;
- Reworded our risk scoring system, to provide more context to the classification of the risks, and enable for better risk rating and comparison; and
- Run a first of its kind risk workshop with a business segment to pressure-test business risks and understand risks and opportunities from both a bottom-up and top-down approach.

Risk Management continued

Principal risks

The extent of Hunting's exposure to any one risk may increase or decrease over a period of time. This movement is due either to a shift in the profile of the risk arising from external influences or is due to a change in the effectiveness of the Group's internal control processes in mitigating the risk. A detailed description of each principal risk, the controls and actions in place and the movement in the year are given in the following section.

Key changes to our principal risks

Due to the ongoing Risk Management maturity and evolving alignment of the risk function to the Hunting 2030 Strategy and goals, several risks have changed in rating and importance. Due to continuous improvement of risk management and ongoing development of the risk management framework, principal risks reported have declined from twelve risks in the prior year to ten key risks. The change does not come from a lower risk exposure, but rather from developed definitions and an ongoing breakdown of principal risks and supporting sub risks. This includes the inclusion of "acquisition risk" and "third-party risk" under the "Our ability to achieve our strategic goals".

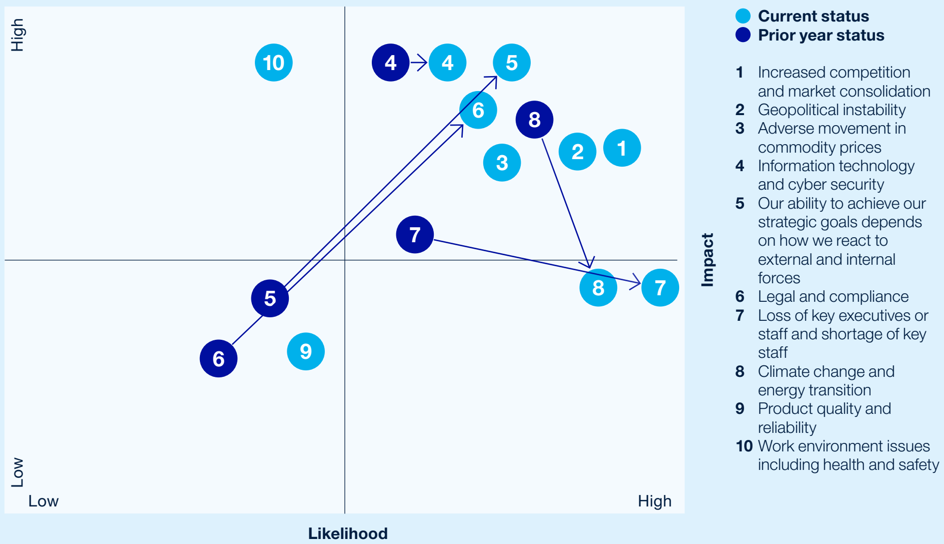
The following risks have either evolved, been escalated, or de-escalated due to the evolving strategic initiatives, internal and external pressures, and enhancements to risk identification processes, with the following changes being observed:

- **Information technology and cyber security** has been slightly escalated due to growing importance and impact. Components of this risk include the potential of high-impact cyber security attacks, AI, data leakage, and server outages;
- **Our ability to achieve our strategic goals depends on how we react to external and internal forces** has been an area of focus, and the definition of supporting sub-risks has been expanded to include acquisition and third-party related risks;
- **Legal and compliance risk** is the new wording of the previous annual risk of "Increased quantity and complexity of changing global rules and regulations" to include a more inclusive risk portfolio. Due to internal and external factors, this risk is escalated;
- **Loss of key executives or staff and shortage of key staff** has marginally gone down in rating, due to ongoing mitigation; and
- **Climate change and energy transition** has been marginally de-escalated, due to ongoing mitigations, strategy, and escalation of other risks.

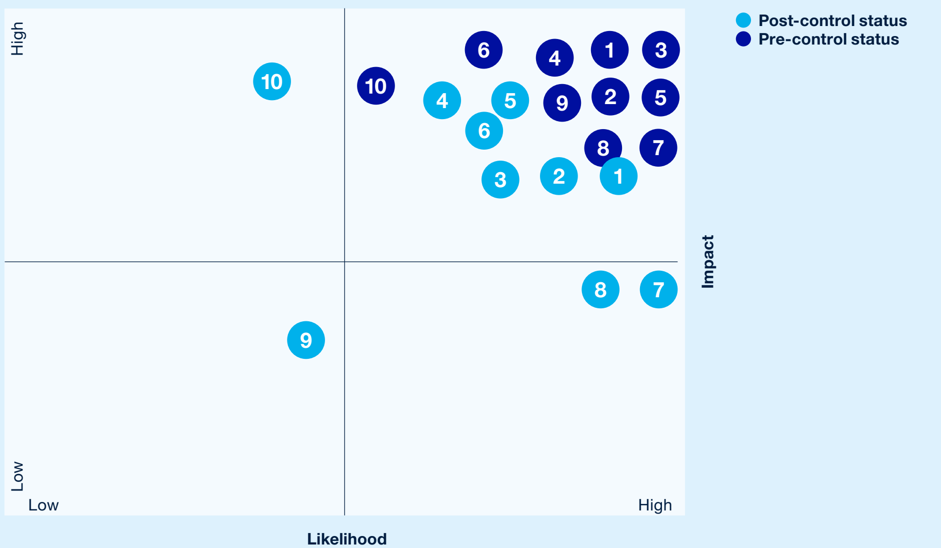
All other principal risks remain broadly unchanged from last year.

The Group's principal risks are identified on the pages following. While we have presented these as separately identified risks, internal and external events will often affect multiple risks and the risk relationship is considered by the Board when assessing the impact on the Group.

Movement in risks (post-control) during the year



Effectiveness of internal controls



Risk Management continued

1

Increased competition and market consolidation

Risk category
Strategic

Change from last year

Link to strategy
Growth
Strong returns

Risk description
The provision of goods and services to oil and gas drilling companies is highly competitive. Aggressive competitor pricing continues, competition remains high, and market consolidations threaten certain products and segments. Competitors may also be customers and/or suppliers, which can increase the risk of any potential impact.

Competition to secure raw materials and components for the oil and gas services industry was strong throughout 2024.

Sourcing of supplies such as raw materials and labour is highly competitive when markets are tight, and supply chains are constrained.

Technological advancements including operational efficiency and use of AI in the oil and gas industry continue at pace and failure to remain ahead will result in lost revenue and market share.

Additionally, the oil and gas industry is undergoing continuing consolidation that could impact our operations and financial results.

Key mitigations
Management has been working to ensure that the Group has a robust supply chain, and has introduced structured training programmes to develop the proficiency of new machinists to improve operational efficiencies. The Group continually invests in research and development that enables it to provide technological advancement and a strong, evolving, product offering. Hunting continues to maintain its standards of delivering high-quality products, which has gone some way in protecting against the impact of pricing pressure on margins.

Key changes during 2024
Hunting's operations are 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. With supply chain issues, including a tight labour market, Hunting management continues to work closely with customers to place orders with the Group earlier than usual and to be more flexible in agreeing to longer lead-times in the short term. Senior management maintains close dialogue with key customers and seeks to maintain the highest level of service to preserve Hunting's reputation for quality.

The Group continues to widen its product offering beyond the oil and gas market, with a focus on strategic partnerships, as detailed within the Chief Executive's Report on pages 34 to 39.

2

Geopolitical instability

Risk category
Operational

Change from last year

Link to strategy
Growth
Strong returns

Risk description
The past year continued to bring uncertainty to the global stage. Key worldwide elections, political division and government dysfunction in many countries led to changing global power dynamics and geopolitical and ongoing military conflicts. In the industry, this risk further impacts the appetite for oil and gas investment, aggressive competitor pricing continues, and competition remains high.

Hunting's products must go where drilling companies choose to operate. To compete effectively, Hunting often establishes a local operation in those regions; however, significantly volatile environments are avoided. The Board has a strategy to develop its global presence and diversify geographically. Operations have been established in key geographic regions around the world, including expansion into India, recognising the high growth potential these territories offer.

The Group carefully selects which countries to operate from, considering the differing economic and geopolitical risks associated with each geographic territory.

Key mitigations
Areas exposed to high political risk are noted by the Board and are strategically avoided. Global sanctions and international disputes are also closely monitored with compliance procedures in place to ensure Hunting avoids high risk countries or partners.

The Board and management closely monitor projected economic trends in order to match capacity to regional demand. In the medium term, the Group's investment in Jindal Hunting Energy Services Limited, a joint venture in India, is reducing reliance on Chinese mills for export business, and new market entry is ongoing. Recent EMEA restructuring is driven by a focus on growth markets as well as strategic cost-cutting. The Group's exposure to different geographic regions is described on pages 44 to 59.

Key changes during 2024
Geopolitical issues remain a feature of the modern world in which Hunting operates. Continuous Middle East conflicts contributed to oil price volatility, supply chain security, and political alignment. Recent UK government policy in the North Sea is impacting future oil and gas extraction, leading to a significant decline in investment and activity in the industry and is a driving force in the EMEA restructuring. Political pressures and shifting power dynamics continuously contributed to increased threats of global sanctions, tax pressures, and ongoing technology wars, most notably between China and the US. Continued volatility is expected to continue into the next year, and global dynamics are closely monitored.

Risk Management continued

3 Adverse movement in commodity prices

Risk category
Strategic

Change from last year

Link to strategy

Growth
Strong returns

Risk description

Hunting is exposed to the movement in oil and gas prices, as the supply and demand for energy is a key driver of demand for Hunting's products. The continued volatility of commodity prices, inclusive of both oil and gas and raw materials, cause a number of ongoing risks for the business.

Oil and gas exploration companies may reduce or curtail operations if prices become, or are expected to become, uneconomical and, therefore, continuation of prices above these levels is critical to the industry and the financial stability of the Hunting Group. Adverse movements in commodity prices may also heighten the Group's exposure to the risks associated with shale drilling. Decreasing oil prices, due to moderating demand growth and higher production from non-OPEC+ countries, are also contributing to pricing pressures and changes.

Key mitigations

The Group's products are used throughout the life cycle of the wellbore and each phase within the life cycle generates demand for a different range of products and services. The Board and management closely monitor market reports on current and forecast activity levels associated with the various phases of the life cycle of the wellbore to plan for and predict improvements or declines in activity levels.

The Group is undertaking a measured diversification into non-oil and gas markets, including geothermal and carbon capture, which helps mitigate this risk. In addition, management continues to reduce production costs and develop new technologies, including automation and robotics that help mitigate the impact of any further adverse movement in commodity prices in the future.

Key changes during 2024

Hunting's exposure to this risk was relatively high at the start of the year and has remained as such during the year. Oil price forecasts and geopolitical uncertainty have a high impact on Hunting's operations, share price, and the industry and, as such, this is a top risk and is closely monitored.

4 Information technology and cyber security

Risk category
Operational

Change from last year

Link to strategy

Operational excellence

Risk description

Our continued dependence on Information Technology systems for our operations mean we rely heavily on secure and resilient IT systems. Risks range from high-impact cyber security attacks, data leakage, network and server outage to the emerging risk and opportunity of Artificial Intelligence. Due to the ever-present risk of cyber attacks, amplified by Hunting's international presence, acquisitions and growth, and the increasing sophistication of attacks, this risk is escalated.

Through increased 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 remains 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.

Key mitigating actions include regular monitoring, 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 alignment with industry benchmarks through working partnerships with top-tier industry specialists.

Key changes during 2024

Hunting's exposure to this risk was relatively high due partly to the external factors impacting cyber risk and increased threat and sophistication of AI cyber attacks. Mitigation was stepped up, with a focus on human behaviour, targeting negligence and human error which are leading causes of phishing occurrences. Additionally, a leadership cyber workshop was performed in 2024, and we engaged a third party to assist with the development of a cyber attack response plan.

Cyber security training, alongside a phishing campaign, continues to evolve and includes AI training introduced in 2024. With the stronger focus by leadership and a clearer tone-from-the-top on IT risk and ongoing mitigation, cyber risk culture and Company-wide awareness is steadily improving.

Risk Management continued

5

Our ability to achieve our strategic goals depends on how we react to external and internal forces

Risk category
Strategic

Change from last year
↑

Link to strategy
Growth
Strong returns
Operational excellence
ESG and sustainability

Risk description

Hunting's ability to achieve its strategic goals depends on how we react to external and internal forces. This presents itself both as a risk as well as an opportunity. Hunting has set out a clear strategy with long-term growth objectives to investors during its Capital Markets Day and those plans need to be executed on, including the delivery of 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. The escalation of this risk is based on both the importance to the Company as well as the inclusion of key sub-risks, including merger and acquisition goals, R&D and innovation goals, financial risk, 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 are different. There is a risk that our definition of success is not aligned to the changing external perspective.

Key mitigations

Hunting's first Capital Markets Day hosted in 2023 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 2024

Strong operational performance across most of the product groups, including OCTG and Subsea, has delivered several strategic milestones. Strong cash generation in the year has led to improvements in free cash flow and a positive total cash and bank/(borrowings) position, which contribute to considerable balance sheet strength. Additionally, the restructuring of the EMEA operating segment is focusing on reorganising Hunting's global O&G footprint. A stronger focus on monitoring both internal and external environments and stakeholder expectations has been a priority for 2024.

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 globally in complex regulatory environments, and there is an ongoing risk that we are not compliant with global rules and regulations. Acquisition targets, new and extended market entries, and changing external compliance laws and new regulations keep this risk high.

External factors range from increased tax regulations, labour regulatory risks and their long-term impacts, and increased climate regulatory requirements and changing international rules and regulations such as TCFD. Fragmentation of data governance regulations globally and cyber security disclosures and governance requirements are additional emerging risks. The development of climate change regulations also differs globally, influencing varied shareholder expectations, especially between the US and the UK.

Key mitigations

Ongoing monitoring and increased resource allocation for internal monitoring has helped in efforts to continuously track any evolving regulatory requirements and associated controls. Additional employee conduct training is also in development.

Key changes during 2024

Sub-components of legal and compliance risk have been escalated due to internal and external factors. Ongoing mitigation improvements are a Group focus, including: management of tax and compliance issues in a changing global environment; contract standardisation and contractual due diligence, especially when entering new markets; and acquisitions, joint venture and business-not-as-usual scenarios. Additional training to relevant parties has also been introduced and is ongoing.

Risk Management 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 excellence
ESG and sustainability

Risk description

The Group is highly reliant on the continued service of its key executives and senior management who possess commercial, engineering, technical and financial skills that are critical to the success of the Group. Ensuring that the critical roles in the Company have candidates chosen and prepared to step into roles to ensure continuation of good management is key. Similarly, skilled labourers, especially machinists, are critical to operations and their shortage has the potential to compromise product quality in the near term. Competition for skilled labour including mechanists remains high globally in the industry, although Hunting has an above-average retention rate and tenure.

Key mitigations

Remuneration packages are regularly reviewed to ensure that key executives are remunerated in line with market rates including healthcare and pension arrangements. External consultants are engaged to provide guidance on best practice. Hunting provides a competitive compensation and benefits package, employee engagement initiatives, and merit increases. A new Directors' Remuneration Policy has been introduced in 2024, and closer work with recruitment agents is ongoing. Senior management regularly reviews the availability of the necessary skills within the Group and seeks to engage suitable staff where they feel there is vulnerability.

Details of executive Director remuneration are provided in the Remuneration Committee Report on pages 136 to 160.

Key changes during 2024

Succession planning and senior management retention and growth are key areas of focus across the Group. Recruitment of new machinists and operators, together with evolving machine and industry requirements, are business priorities and a shortage of skilled labour is a continuously increasing risk. Succession planning and leadership development programmes are in place and are continuously developed. An increased focus on these development programmes is partly due to ensuring we can meet our growth targets and also as a result of restructuring initiatives.

8

Climate change and energy transition

Risk category
Strategic

Change from last year
↓

Link to strategy
Growth
Strong returns
ESG and sustainability

Risk description

Failure to adapt to climate change and energy transition or to mitigate the Company's impact on the environment has the potential to damage the Company's reputation and cause financial and strategic issues.

Exposure to climate risk for Hunting is primarily driven by non-revenue matters, such as regulation and reputation, and includes an assortment of sub-risks and opportunities. A key sub-risk this year has been the physical risk to assets from more volatile weather conditions, causing both IT network outages and affecting operations. Financial and reputation aspects lead to more focus on investor relations as fund managers and other stakeholders challenge the Group's approach to mitigating its impact on climate-related issues. Funding risk is escalating as the oil and gas industry is under increased scrutiny with decreasing access to borrowing facilities.

Legal and compliance risk has also increased, as more regulations and targets are directed by governments.

Key mitigations

The Group takes seriously its commitment to environmental compliance and stewardship. We have continued to increase and refine our climate-related disclosures. Since 2023, the Company announced new GHG emissions targets, and in 2024, we have widened the collection of data for our scope 3 emissions reporting to four out of five operating segments.

In addition, workgroups, including the Ethics and Sustainability Committee, are monitoring climate-based matters. Refinancing to diversify borrowing facilities has also been performed in 2024.

The Group's environmental, climate and TCFD disclosures are described in detail on page 31 and pages 82 to 101.

Key changes during 2024

Climate and energy risk continues to be a strategic and operational concern. The Hunting 2030 Strategy outlined key targets for ongoing energy transition, including long-term investment in geothermal and carbon capture opportunities. Further alignment between risk management and climate risk is being implemented, with improvements in climate risk assessment, questionnaire quality, and more aligned inclusion of climate risks in Group risk registers. The Group has also performed a physical climate risk assessment, to better understand the value at risk and key climate risk adaptation considerations. In October 2024, the Group entered into $300m of new committed borrowing facilities to replace our existing $150m Asset Based Lending ("ABL") facility, which reduces the funding risk.

Risk Management 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.

Risk of developing or innovating products or differentiating existing products could have an adverse effect on responding to customers' needs and could result in a loss of customers, as well as adversely affecting future success and profitability.

Key mitigations

Quality assurance standards are monitored, measured and regulated within the Group under the authority of the Quality Assurance Director who reports directly to the Chief Executive. Key mitigation includes Quality Management System adherence, competency training, and continued personnel training for ensuring quality product manufacture. Where appropriate, a formal programme of machine maintenance and asset replacement is established in order to mitigate the risk of machine breakdowns affecting product quality including raising the appropriate capital expenditure for replacing machines.

Key changes during 2024

The risk of product quality or reliability has 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 81.

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 the Group's activities and the industry in which we operate, Hunting is subject to a range of HSE risks and the laws and regulations issued by each of the jurisdictions in which the Group operates.

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 targets achieving a record of nil incidents and full compliance with the laws and regulations in each jurisdiction in which the Group operates.

Every Group facility is overseen by a Health and Safety Officer with the responsibility for ensuring compliance with current and newly issued HSE standards. Local management is focused on the training of new employees in Hunting's stringent safety procedures.

The Board receives a Group HSE compliance report at every Board meeting.

The Group's HSE performance is detailed on pages 27 and 79.

Key changes during 2024

The Group recorded an HSE total recordable incident rate of 0.93 in the year, which is significantly below the industry average and is broadly similar to the prior year. This particular risk pertaining to HSE incidents, therefore, continues to be relatively low, post-controls. Ongoing audits and Group reporting have highlighted no material weakness or significant deficiencies.

Viability Statement and Going Concern

Viability Statement

Introduction
Hunting has a diverse global customer base underpinned by strong, long-term relationships. The Group provides a large range of products and services through its manufacturing and distribution facilities, which are located in a number of countries across the globe.

In considering the Group's viability, the Board regularly assesses the risks to its business model, strategy, future performance, solvency and liquidity. These assessments are supported by the risk management processes described on pages 102 and 103 and include a review of the Group's exposure to the oil and gas industry, competitor action, customer plans, geopolitics, the robustness of the supply chain, the impact of climate change, the Group's quality of information technology systems and security, and key executives and staff.

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, discussing 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 overfunded, 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. During the year, the Group completed a process to refinance its borrowing facilities. The new earnings-based facility which commenced in October 2024 comprises a revolving credit facility ("RCF") with an initial tenor of four years and a three-year term loan.

Financial projections beyond this period 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 12 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.

Assessment
The nature of the Group's operations exposes the business to a variety of risks which are noted on pages 104 to 109. The Board regularly reviews the principal risks and assesses the appropriate controls and further actions as described on pages 104 to 109 given the Board's appetite for risk as described on pages 102 and 103. 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 consider internal financial projections to the end of 2028 which made the following assumptions:

- Global exploration and production spend, excluding Russia, China and Central Asia, is expected to rise by 24% from 2024 to 2028;
- 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; and
- 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% and 15% per year in 2027 and 2028 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.

A downside case has not been modelled for 2025 or 2026 as the near-term is more certain, underpinned by the sales order book, and such a scenario would result in a cash inflow from working capital.

Viability Statement and Going Concern continued

Liquidity and solvency

The new earnings-based facility is a bank borrowing facility which commenced in October 2024 and comprises a $200m RCF with an initial tenor of four years, with an option that allows the Group to extend the contracted maturity date by an additional 12 months, and a $100m term loan with a three-year tenor. The previous ABL facility has been retired. Like the ABL facility, the new RCF contains an accordion feature. This allows the Company 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 to $300m. The term loan was fully drawn on signing of the facilities. On signing of the new facilities, the Group's ABL facility was repaid and cancelled, with drawings under the new term loan used in part for this purpose. At 31 December 2024, the Group had total cash and bank/(borrowings) of $104.7m (NGM K). 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

Introduction

The Group's principal cash outflows include capital investment, labour costs, inventory purchases and dividends. The Group's principal cash inflows are generated from the sale of its products and services, the level of which is dependent on overall market conditions, the variety of its products and its ability to retain strong customer relationships.

Cash inflows are further supported by the Group's credit insurance cover against customer default that, at 31 December 2024, covered the majority of its trade receivables, subject to certain limits.

Current and forecast cash balances are reported on a weekly basis by each of the business units to a centralised treasury function that uses the information to manage the Group's day-to-day liquidity and longer-term funding needs.

The Group has access to sufficient financial resources, including a $200m revolving credit facility and a $100m term loan, the latter being fully drawn during 2024. At 31 December 2024, the Group had total cash and bank/(borrowings) of $104.7m (NGM K). The Group's internal financial projections indicate that the Group is expected to continue to deliver a cash positive position and consequently has sufficient resources to meet its liabilities as they fall due over the 12 months following the date of approval of the financial statements.

Review

In conducting its review of the Group's ability to remain as a going concern, the Board assessed 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 12 months following the date of approval of the financial statements. The Board is also satisfied that no material uncertainties have been identified.

Conclusion

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.

Section 172(1) Statement

This statement has been prepared in compliance with the Companies (Miscellaneous Reporting) Regulations 2018. The Board of Hunting PLC considers that, in complying with its statutory duty during 2024 and under section 172 of the Companies Act 2006 (the "Act"), the Directors have acted fairly and in good faith and in a manner which they believe will promote the continued success of the Company, for the benefit of its members and stakeholders as a whole.

The Board engages with its stakeholders when considering major strategic decisions, in the following ways:

- Each year the Board reviews its short- and long-term strategy. In recent years these have remained consistent, with a focus on maintaining a firm financial foundation, improving facilities, and investing in the development of new technology and in our workforce;
- The Board aims to ensure that our employees work in a safe environment, that they receive appropriate training and are rewarded for their efforts;
- Over the years, we have fostered long-standing relationships with our customers, suppliers and our external advisers. We base our philosophy on sharing our core values with our key stakeholders throughout the supply chain and by keeping in regular contact with suppliers and customers, advising them of our market strategy and product innovation;
- As a Company operating in the oil and gas industry, we regularly monitor the impact of our activities on the environment and on the communities in which we operate, in particular where we maintain active manufacturing facilities; and
- As a Board, we endeavour to operate responsibly and to make carefully considered decisions. We encourage high standards of business conduct from our employees and ensure we lead by example.

Following engagement with a wide range of stakeholders, the following actions were taken:

- Each year the Company Secretary provides the Board with a stakeholder engagement report which is completed by all the Group entities. This enables the Board to monitor senior management engagement with customers, suppliers, investors and other stakeholders;
- Our global Human Resources function continues to monitor workforce remuneration, hiring and retention policies to ensure our employees are paid fairly when compared to similar companies in our sector;
- Charitable donations were made in line with the policy to distribute unclaimed dividends to UK-based charities;
- The Group continued to expand its carbon data and climate reporting. In March 2025, the Company announced its new carbon intensity target;
- Following the completion of the Group's first carbon data assurance project in 2023, Hunting engaged a third party in the latter half of 2024 to complete assurance of the Group's 2023 data;
- Following the analysis of the Hunting Titan operating segment scope 3 emissions in 2023, senior management extended this project for 2024 to also include the Group's EMEA, Asia Pacific, and Subsea Technologies operating segments;
- Hunting's TEK-HUB™ continues to build relationships with innovative individuals and organisations that are developing technologies that align with our customers' and wider stakeholders' requirements;
- Outlined during the previous year's Capital Markets Day, the Hunting 2030 Strategy presented a robust growth strategy designed for long-term resilience. The Company has actively engaged in several projects, demonstrating its technological prowess and commitment to unlocking the full potential of geothermal and carbon capture, usage, and storage;
- Teams from Singapore, China and Indonesia organised various events to celebrate International Women's Day, which included team building exercises, speakers and activities. The workshops addressed several topics including diversity and equality in regard to the workplace;
- To commemorate the founding of the first Hunting company in 1874, the Company organised an event at the National Portrait Gallery in London which was attended by current and former employees and other stakeholders. In addition, our global companies engaged in numerous local and community events and initiatives as part of the 150th anniversary celebrations (see pages 8 and 9);
- In Dubai, sustainability was at the heart of the design of the new facility, with a number of carbon reducing features incorporated to meet the Group's ambitions for a sustainable operating site. It ensures a safe and comfortable working environment for employees as well as building a facility that focuses on reducing water and electricity consumption; and
- During December, the Board visited the Group's Ameriport facility, which provided an opportunity to meet and engage with employees.

The following sections and cross references provide a summary of where details of key stakeholder and associated engagement and decision making is located within the 2024 Annual Report and Accounts, and also some of the considerations taken by the Board in fulfilling their duty under section 172(1) of the Act:

- Shareholders (page 25);
- Lenders (page 26);
- Employees (pages 27, 28 and 78 to 80);
- Customers (pages 29 and 81);
- Suppliers (pages 29 and 30);
- Environment and climate change (pages 31 and 82 to 87);
- Governments (page 32); and
- Communities (pages 32 and 80).

On behalf of the Board

Jim Johnson
Chief Executive

Bruce Ferguson
Finance Director
6 March 2025

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 United Kingdom adopted international accounting standards. The Directors have also chosen to prepare the parent Company financial statements under United Kingdom adopted international accounting standards. 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 and performance, business model and strategy.

This responsibility statement was approved by the Board of Directors at their meeting on Tuesday 4 March 2025.

Directors

The Directors of the Company, as at the date of signing these accounts, are listed on pages 116 and 117.

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 2024, no Ordinary shares were issued pursuant to the Company's various share plans.

The Company has authority, renewed annually, to purchase up to 14.99% of the issued share capital, equating to 24,724,518 shares. 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 authorities are sought. The Directors will be seeking a renewal for these powers at the 2025 AGM.

Appointment and replacement of Directors

The rules about the appointment and replacement of Directors are contained in 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 and interests in the Company's shares and share options are set out in the Directors' Remuneration Policy and Annual Report on Remuneration, located at 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 2024, 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 2025 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. The Company's issued share capital comprises a single class, which is divided into 164,940,082 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 2024 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 of Association. 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 169, 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 2024 was £0.5bn (2023 – £0.5bn).

Share price

	2024 p	2023 p
At 1 January	**295.5**	333.0
At 31 December	**289.0**	295.5
High during the year	**459.0**	351.5
Low during the year	**274.0**	197.4

Dividends

The Company normally pays dividends semi-annually. Details of the Company's dividend policy is set out on page 11.

The Company paid the 2023 Final Dividend of 5.0 cents per share on 10 May 2024, which absorbed $8.0m of cash. At the Group's 2024 Half Year Results, the Board declared an Interim Dividend of 5.5 cents per share, which was paid to shareholders on 25 October 2024, and absorbed $8.7m of cash. The Board is recommending a Final Dividend for 2024 of 6.0 cents per share, to be paid to shareholders on 9 May 2025, subject to approval by shareholders at the Company's 2025 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 2024, the Trust held 7,191,845 Ordinary shares in the Company (2023 – 6,591,918). 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 2024, are listed in the table below.

	Notes	Number of Ordinary shares	% of ISC
Abrdn		14,540,689	8.82
Schroder Investment Management		13,377,973	8.11
BlackRock	1	12,475,269	7.56
Franklin Templeton		11,697,897	7.09
Hunting Investments Limited	2/3/4	11,003,487	6.67
Hunting Employee Benefit Trust	5	7,191,845	4.36
Slaley Investments Limited	4	6,424,591	3.89
Dimensional Fund Advisors		5,459,505	3.31
David R L Hunting	2/3/4/6/7	194,120	0.12
– as trustee		3,157,750	1.91
– other beneficial		1,875,950	1.14
James Trafford – as trustee		5,175,966	3.14
Orbis Investment Management		5,170,596	3.13

1. On 28 January 2025, BlackRock notified the Company that their shareholding had reduced to 6.16% of the issued share capital. Further, on 5 March 2025, BlackRock confirmed that its shareholding had reduced to below 5% of the issued share capital.
2. 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.
3. David RL Hunting is a director of Hunting Investments Limited.
4. 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 6 March 2025, the Hunting Family Interests, party to the agreement, totalled 24,135,770 Ordinary shares in the Company, representing 14.6% of the total voting rights.
5. The Company has an agreement with the Employee Benefit Trust ("EBT"), whereby the EBT purchases Hunting shares on a monthly basis, and since 31 December 2024 has purchased 562,745 shares.
6. After elimination of duplicate holdings, the total Hunting family trustee interests shown above amount to 5,175,966 Ordinary shares.
7. 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 (2023 – $nil).

Payments to governments

In accordance with the UK's Disclosure and Guidance Transparency Rule 4.3A, Hunting PLC is required to report annually on payments made to governments with respect to its oil and gas activities. Hunting's report on "Payments to Governments" for the year ended 31 December 2023 was published on 19 April 2024. Following the disposal of the Company's exploration and production assets, which were held by Hunting's wholly owned subsidiary Tenkay Resources, Inc. in 2024, the Group did not make any material payments to governments and Payments to Governments were below the threshold required by the legislation.

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 $8.8m (2023 – $6.9m), with the amount expensed in the year totalling $6.6m (2023 – $4.7m).

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 2024.

The Strategic Report incorporates the Hunting 2030 Strategy, Key Performance Indicators, Company Chair's Statement, Chief Executive's Review and Outlook, Market Summary, Business Model and Strategy, Stakeholders and Engagement protocols, Product Review, Operating Segment Review, Group Financial Review, ESG and Sustainability, and Risk Management and is located on pages 2 to 112.

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 36, 37 and 38);
- Dividends (page 7);
- Future developments (page 39);
- Risk management, objectives and policies (pages 102 to 109);
- Bribery and corruption (pages 27 to 30, 77 and 78);
- Employment of disabled persons (pages 28 and 80);
- Ethnicity and diversity (pages 28 and 80); and
- Greenhouse gas emissions and environmental matters (pages 31, 73, and 82 to 101).

For further information, please see the Shareholder and Statutory Information section located on pages 264 and 265. The Company's Non-financial Information and Sustainability Statement can be found on page 265.

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 page 112 and also on the Group's website www.huntingplc.com.

The Directors' Stakeholder Engagement and Decision Making disclosures are summarised within the Strategic Report on pages 25 to 32, 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 2024 Annual Report and Accounts were approved by the Directors at their meeting on Tuesday 4 March 2025.

By order of the Board

Ben Willey

Ben Willey
Company Secretary
6 March 2025