



Cactus Inc. 2024 Sustainability Report

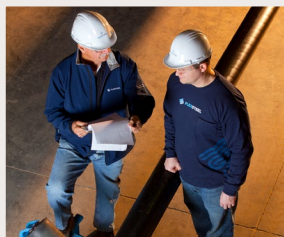


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CHAIRMAN AND CEO LETTER



Dear Stakeholders,

We are proud to share Cactus’s inaugural sustainability report. As a Houston-headquartered oil and gas services company with global operations, we play a vital role in enabling safe, efficient and reliable energy production across the industry value chain. We engineer and manufacture our products in-house, with the primary goal of enabling safer and more efficient operations for our customers.

\$1,130MM

2024
Revenues

“We play a vital role in enabling safe, efficient and reliable energy production across the industry value chain.”

\$392MM

2024 Adjusted
EBITDA

At Cactus, our approach to corporate responsibility is built on our core values. These values are guided by a relentless focus on customer service and the conviction that customer loyalty will maximize value for Cactus stakeholders. We strive for operational excellence in all dealings with our clients, associates and suppliers, with the goal to consistently outperform our peers by refusing to compromise on safety, honesty and professionalism. I want to acknowledge the dedication of our 1,600 global Associates whose commitment supports these values.

1,600

Number of
Associates

We believe that responsible business practices and operational excellence are essential for enduring success. This report reflects our efforts to integrate environmental stewardship, social responsibility and strong governance into every aspect of our business. We have aligned our disclosures with leading frameworks to ensure transparency and consistency. This report marks the beginning of our sustainability reporting journey, and we expect our disclosures to further advance in the coming years as our business grows and changes, particularly in light of our planned acquisition of a majority interest in Baker Hughes’s Surface Pressure Control business.

We invite you to review this inaugural report as a demonstration of our progress, our priorities moving forward and our commitment to maintaining stakeholder trust as we navigate an evolving energy and regulatory landscape. Thank you for your continued support and trust in Cactus.

Sincerely,

Scott Bender
Chairman & Chief Executive Officer



ABOUT THIS REPORT

The Cactus 2024 Sustainability Report highlights our progress in sustainability and commitment to delivering value for our stakeholders. We continue to address key sustainability-related risks, take measurable actions to improve performance and work to strengthen our sustainability disclosures.

We aim to collect and disclose data that is accurate and verifiable. However, certain metrics are still being developed and may include inherent uncertainties. In some cases, information is based on estimates, assumptions or projections, which can be influenced by methodological limitations or by the absence of complete usage data. This information has not been reviewed by internal or external auditors for this reporting year, though we intend to phase in an assurance process in the coming years as our data collection and reporting practices mature.

Reporting Period

January 1, 2024 – December 31, 2024 (unless otherwise noted)

Reporting Cycle

This is Cactus’s inaugural sustainability report and Cactus intends to publish going forward on an annual basis.

Report Publication Date

December 23, 2025

Report Boundaries

Data throughout the report covers our operational activities.

The currency used in our disclosures is the United States Dollar (USD).

We utilized operational control boundary methodology for accounting, emissions, and other Environmental, Social and Governance (ESG) metric reporting.

Reporting Frameworks

Throughout this report, we strive to align our disclosures with the following:

Sustainability Accounting Standards Board

(SASB) – We report applicable SASB Oil & Gas - Services framework metrics.



Contact

We value your interest in Cactus and encourage feedback from all stakeholders. For inquiries or comments regarding this report or topics related to our sustainability disclosures, please contact us at: IR@CactusWHD.com

Sustainability Materiality Assessment & Reporting Approach

In our inaugural sustainability report, we identified key environmental, social and governance (ESG) topics relevant to our industry. We used the SASB Oil & Gas Services sector guidance, selecting disclosure topics based on regulatory requirements, stakeholder expectations for oil and gas services, internal operational risks and peer benchmarking.

Looking ahead, we intend to conduct a materiality assessment after our planned acquisition of a controlling interest in the Surface Pressure Control Business of Baker Hughes, incorporating new global assets and evolving sustainability risks and opportunities. This assessment will align with SASB Oil & Gas – Services standards and the Global Reporting Initiative Standards, involve interviews with internal and external stakeholders and will be led by an independent third party. The findings will guide our future sustainability strategy, help prioritize key issues and support development and refinement of key performance indicators. The assessment is expected to begin early 2026 pending completion of the Baker Hughes transaction, with results published in our 2025 sustainability report.



ABOUT CACTUS

Headquartered in Houston, Texas, Cactus, Inc. (NYSE: WHD) designs, manufactures, sells or rents a range of highly engineered pressure control and spoolable pipe technologies. Our products are sold and rented principally for onshore unconventional oil and gas wells and are utilized during the drilling, completion and production phases of its customers' wells. In addition, Cactus provides field services for its products and rental items to assist with the installation, maintenance and handling of the equipment. Cactus operates service centers throughout North America and Australia, while also providing equipment and services in select international markets.

Cactus designs, manufactures, sells and rents highly engineered products which generate improved drilling, completion and production efficiencies while enhancing safety.

Cactus provides Service, Installation and Maintenance for its Equipment



Wellhead Systems



Production Trees



Spoolable Pipe



Frac Stacks



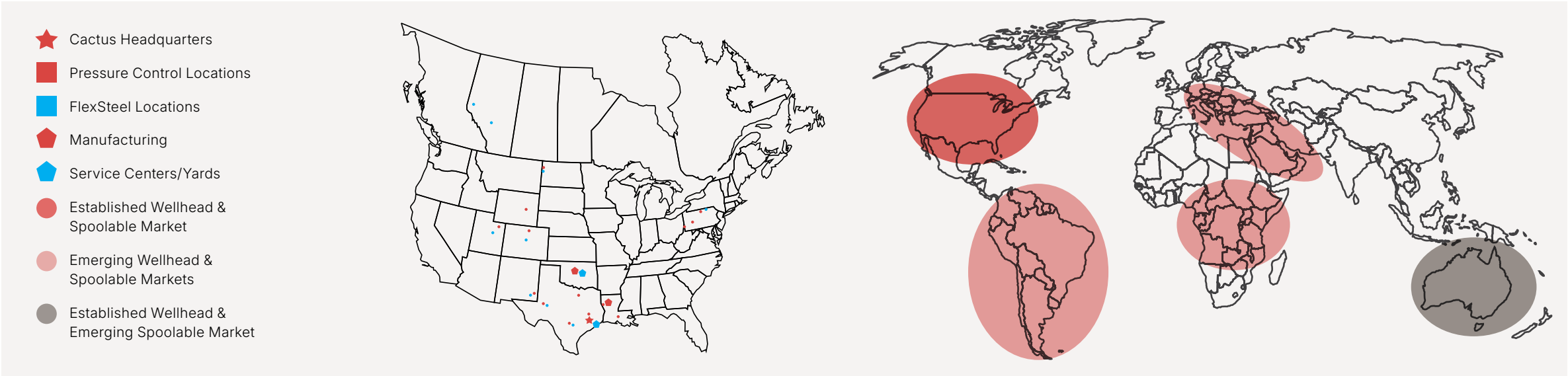
Completion Equipment



Fittings



OUR GLOBAL REACH



Headquarters:
Houston Texas

Founded 2011;
Listed on NYSE
in 2018

2 Manufacturing
Facilities in USA

2 International
Manufacturing
Facilities (Hai Duong,
Vietnam & Suzhou, China)

1,600
Associates

NYSE: WHD

MSCI ESG
Rating A

30+ **Global Locations**



CACTUS AT A GLANCE

Our Mission

Guided by a relentless focus on customer service and the conviction that their resulting loyalty will maximize owner value, we will strive for operational excellence in all dealings with our clients, Associates, and suppliers. We will consistently outperform our peers by refusing to compromise on safety, honesty, and professionalism.

Our Experience

Our experience is unparalleled. Key managers have not only accumulated decades of knowledge in the industry, but have also worked together as a team for an average of 25 years. As a company, our roots go back 50 years and three generations. We are well known and trusted by the industry for our integrity, responsiveness and problem-solving capabilities. Customer responses to our post-job completion surveys confirm customer satisfaction with and confidence in their continuing relationship with Cactus.

Our Operations

In order to provide the best and most reliable results for our customers, we engage the industry's most experienced engineers, manufacture in Cactus-operated facilities and incorporate stringent quality and safety standards. Our strategically located branch operation centers are staffed by Associates who focus on partnering with our customers.

Our Management

We have a horizontal corporate structure which makes us flexible and responsive to our customers' needs. Our internal communications allow us to make efficient decisions, based on trust and established procedures.

Corporate Milestones from 2011 - 2025

2011

Scott, Joel and Steven Bender found Cactus LLC with 18 key managers



2018

Cactus, Inc. IPO



2023

Cactus, Inc. acquires FlexSteel



2025

Cactus, Inc. announces acquisition of controlling interest in Baker Hughes' Surface Pressure Control Business









Governance

At Cactus, we prioritize strong corporate governance, built on a foundation of ethical conduct, financial resilience and a commitment to social and environmental responsibility. Maintaining stakeholder trust is central to our mission, and we achieve this through clear principles, transparent communication and unwavering integrity.



GOVERNANCE HIGHLIGHTS

 <p>Independent Lead Director</p>	 <p>Board Declassification – All Directors Elected Annually</p>	<p>78% of Directors are Independent</p>	 <p>Removed Supermajority Voting Requirements</p>
 <p>Clawback Policy</p>	<p>10% Safety Metrics Tied to Executive Compensation</p>	 <p>Share Ownership Guidelines</p>	 <p>Full Board Oversight of Cybersecurity, Enterprise Risk Management and Sustainability</p>



CORPORATE GOVERNANCE

Our Approach

Our Board of Directors oversees the management of our company to serve the interests of our stakeholders. Our Corporate Governance Guidelines support the Board and the senior management team in executing our business strategy while ensuring alignment with our core values and stakeholder expectations.

Board of Directors	Scott Bender (Chairman/CEO)	Joel Bender (President)	Bruce Rothstein	Gary L.Rosenthal (Lead Independent)	Michael McGovern	John (Andy) O'Donnell	Alan Semple	Melissa Law	Tym Tombar
Independent									
Audit Committee									
Compensation Committee									
Nom & Gov Committee									

** Indicates Committee Chairman

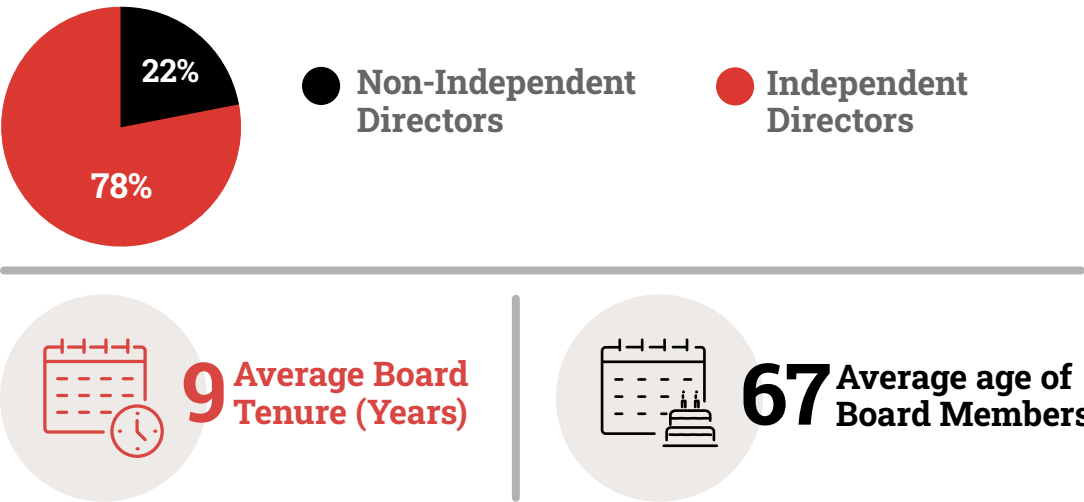


CORPORATE GOVERNANCE

The Cactus Board of Directors consists of 9 members, including 7 independent directors. Our Corporate Governance Guidelines and our committee charters are reviewed annually. The board-level committees oversee company policies and business decisions in the following areas: **Audit**, **Compensation**, and **Nominating & Governance**. Our Board committees are chaired by independent directors.

Our Board is dedicated to fostering a composition that reflects a diverse range of expertise, perspectives and experience aligned with our business priorities and strategic goals. Additional information on our Board members can be found in our [2024 Proxy Statement](#).

To ensure a focus on continuous improvement, the Board regularly evaluates its performance to ensure effective governance and strategic oversight. Each year, the General Counsel organizes a Board evaluation, with results reviewed by the Nominating and Governance Committee. This process allows the Board to assess strengths, identify areas for development, and align our practices with evolving governance standards.



Board Training and Education

Our Board understands the importance of ongoing education and staying current with industry developments and best practices. Board members participate in training programs to continuously enhance their governance and leadership skills. We also invite industry experts to share insights on topics such as cybersecurity and key regulatory trends. These initiatives ensure our Board remains well-informed and able to provide effective governance and strategic oversight.



“At Cactus, we recognize that strong corporate governance is the foundation of long-term success. By embedding oversight of sustainability-related risks across all our Board committees, we ensure that sustainability is fully integrated into our decision-making and risk management. This approach strengthens accountability, resilience and value creation for our stakeholders.”

Melissa Law, Director



CORPORATE GOVERNANCE

Board-Level Oversight of Sustainability-Related Matters

Our Board of Directors is responsible for overseeing safety and sustainability and monitoring our sustainability-related risks, opportunities and performance. The Board delegates certain elements of its oversight functions to one or more of its three standing committees.

Nominating and Governance Committee	<ul style="list-style-type: none">Oversees the Board composition and its committees, including the Board skills matrix process	<ul style="list-style-type: none">Reviews succession planning for the CEO and other key executives	<ul style="list-style-type: none">Ensures the company is following corporate governance best practices
Audit Committee	<ul style="list-style-type: none">Provides oversight of cybersecurity practices and controls	<ul style="list-style-type: none">Provides oversight of the annual Enterprise Risk Management (ERM)	<ul style="list-style-type: none">Oversees compliance and business ethics including our independently managed, confidential ethics hotline
Compensation Committee	<ul style="list-style-type: none">Oversees compensation decisions for members of the Board and executive officers and provides oversight of sustainability of key performance indicators	<ul style="list-style-type: none">Assists with administering equity-based compensation plans	<ul style="list-style-type: none">Oversees Associate retention and performance, including talent development

Our Governance Practices are Documented Within:



Code of Business Conduct & Ethics



Corporate Governance Guidelines



2024 Proxy Statement





BUSINESS ETHICS

Approach to Ethics & Compliance

One of our core values is to operate with integrity, fairness and transparency. Our Board of Directors, management and Associates are expected to adhere to our **Corporate Code of Business Conduct and Ethics** (Code), which is distributed to all Associates. All new Associates must complete ethics training on our Code, and currently all Associates are required to complete the training and acknowledge the Code every two years. Starting in 2025, this training will become an annual requirement for all Associates.

100% of Cactus Associates globally are assigned an Ethics Training Course

Our General Counsel is also our Chief Compliance Officer and oversees the implementation and compliance of our Code, including a biennial internal audit evaluating the success of our ethical standards. We seek to ensure that the Code is updated and remains relevant. In 2024, we updated the Code following the acquisition of FlexSteel and will continue to enhance it to support future business developments and acquisitions.

Compliance Hotline

At Cactus, we seek to ensure a rigorous ethics reporting system. Any stakeholder who witnesses a violation of the Code is asked to report their concern through our independent, confidential, third-party-maintained ethics hotline branded **Cactus Cares**.



**Cactus Cares
hotline is
available 24/7**



BUSINESS ETHICS

All Associates and relevant stakeholders receive regular communication about the hotline to ensure awareness. Our compliance team promptly addresses all concerns, following established protocols. Specialists investigate Code violation reports, and a strict no-retaliation policy protects anyone reporting in good faith. Anonymity is maintained whenever possible.

We track the number of reports and resolution times to assess hotline effectiveness. The Chief Compliance Officer shares concerns and ethics violation results with the Audit Committee.

The increase in concerns in 2023 reflected the acquisition of FlexSteel and the transition through integration; now that integration is complete, call volumes have stabilized.

Cactus maintains an Anti-Harassment and Discrimination Policy to foster a respectful and inclusive workplace. This commitment is reinforced through mandatory annual harassment training for all Associates. Additionally, harassment prevention education is incorporated into the onboarding process for new hires and is supplemented by specialized training sessions prompted by reports received through the compliance hotline, ensuring continuous awareness and proactive intervention.

BUSINESS ETHICS METRICS

Year	Compliance Hotline Calls	Percentage of Associates Who Signed the Code
2022	6	100%
2023	29	100%
2024	18	100%



ENTERPRISE RISK MANAGEMENT

Effectively understanding and managing risk is essential to our long-term business success. Cactus employs a comprehensive Enterprise Risk Management (ERM) program to proactively identify, assess and address risks across all areas of its operations. We have strengthened our ERM approach by further integrating sustainability considerations — including climate-related risks — recognizing the interdependence of sustainability with our commercial, operational, financial and audit risks.

Our ERM process is based on the Committee of Sponsoring Organizations (COSO) framework, and is guided by our ERM policy that outlines how we identify, evaluate, and mitigate potential risks across our operations.

Oversight of Risk Management

Our Board of Directors promotes a culture that integrates risk management into both our corporate strategy and daily operations. Management regularly addresses strategic and operational risks in ongoing meetings and conducts dedicated planning sessions throughout the year to analyze key risk areas. These risks, along with the corresponding mitigation efforts, are reviewed with the Board during regular meetings focused on the effectiveness of the risk management process, incorporating recent business and market changes.

The Board retains direct oversight responsibility for strategic risk exposure. The Audit Committee supports this oversight by monitoring major financial and technology risks and reviewing the steps management has taken to identify and control these exposures.

OVERSIGHT OF RISK MANAGEMENT

1

Board of Directors

Receives regular reports to understand the Company's risk identification, risk appetite, risk management and risk mitigation strategies. The Board serves a risk oversight role, particularly with respect to risk interrelationships.



2

Board Committees

Reviews and discusses risks relevant to their charter.



3

Executive Management

Provides guidance to Company leadership and risk owners regarding risk management operating philosophy.



4

ERM Team & Risk Owners

Develops tools and templates to report on the ERM process on an ongoing basis, and are responsible for managing their assigned risks throughout the year with support of staff.



ENTERPRISE RISK MANAGEMENT PROCESS



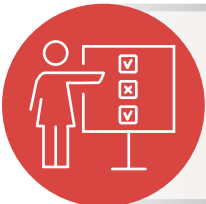
STRATEGY & OBJECTIVE SETTING

Leaders set the strategy for the annual ERM process and provide objectives for participants



RISK IDENTIFICATION

Leaders from across the company identify existing and potential risks that could impact our business



RISK ASSESSMENT

The ERM team reviews risks which are compiled into a risk assessment summary, with each risk ranked



RISK RESPONSE

The risk owner reviews each of their assigned risks and develops and enhances mitigation measures



MONITOR & REPORTING

The risk assessment is reviewed by Executive Management and provided to the Audit Committee and Board

At Cactus, ERM is a year-round collaborative process led by our Chief Financial Officer and Director of Corporate Development and Investor Relations.

We formalize the process each year by conducting an ERM assessment involving all members of the Executive leadership team and Risk Owners to identify and evaluate enterprise risks based on their likelihood and impact. Existing mitigation measures are reviewed and new mitigation measures are implemented, and changes in the business considering market developments are incorporated.

Results are compiled into a risk assessment summary prioritizing and ranking Cactus's identified business risks. Risk data is reviewed by Executive Management and provided to the Board of Directors. Following its completion, the findings and results are also provided to internal department leaders to ensure ownership and to drive continuous improvement. Following the acquisition of Flexsteel, the Company's operations were fully integrated into our risk management process.



CYBERSECURITY

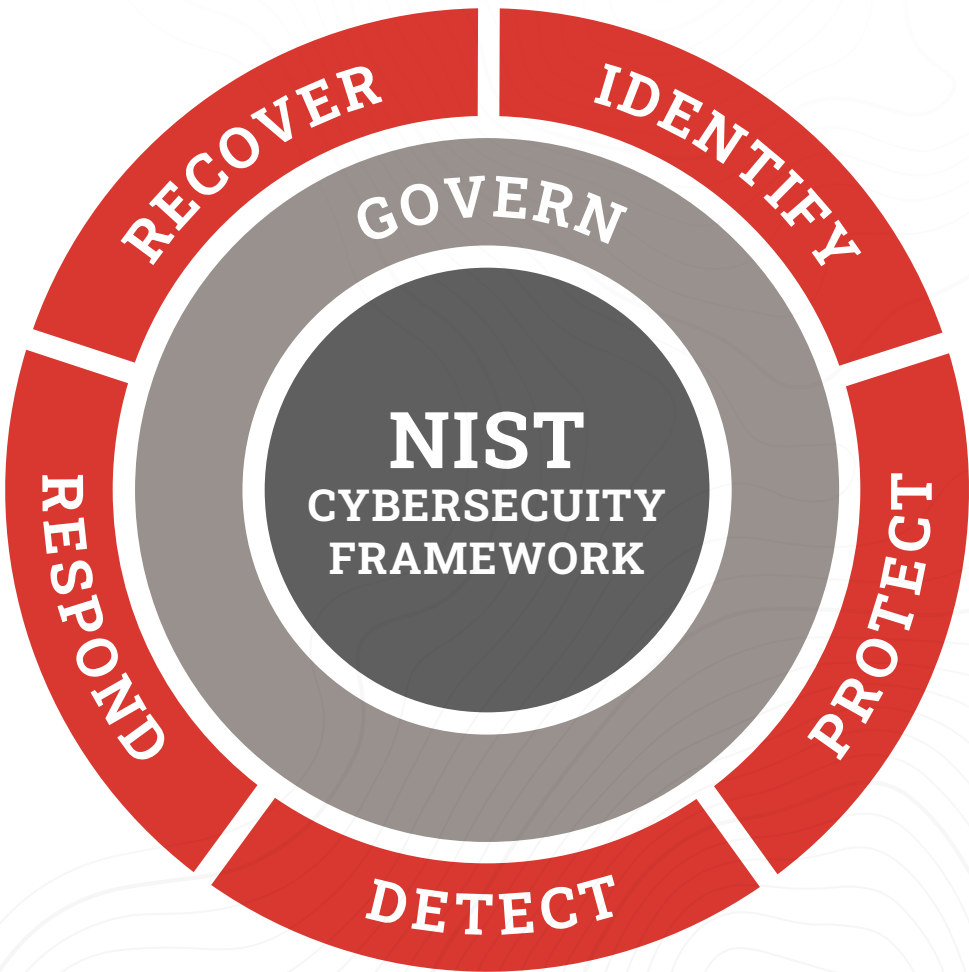
Protecting our operations from the evolving cybersecurity landscape is vital to managing risk and ensuring company success. This requires continuous vigilance and a comprehensive approach, combining expertise, training, investments, standards and advanced technologies. Our goal is to safeguard privacy, equipment and sensitive information across both corporate networks and field operations.

Approach

The Board of Directors, through the Audit Committee, provides oversight of cybersecurity, with our Executive Vice President and Chief Executive Officer of the Spoolable Technologies Segment, who has been overseeing the Company’s Information Technology resources, providing frequent updates to the Committee and Executive Management. The Board also receives a program update from the Vice President of IT as well as the Director of Cybersecurity at least annually.

Our approach to cybersecurity is outlined in our cybersecurity policy which provides an overview of our guidelines and provisions for preserving the security of our data and technology infrastructure. The policy is made accessible to all Associates on the internal SharePoint site. Associates are required to acknowledge any policy updates and complete a short quiz to confirm their understanding. Regular updates are communicated to ensure ongoing compliance and awareness of cybersecurity best practices. In 2023, we introduced an AI Acceptable Use Policy, which has recently been revised, and we developed related AI training materials to ensure a clear framework that guides Associates on the responsible and ethical use of AI, helping to minimize risks such as data privacy violations and compliance issues.

Cactus takes a proactive approach to cyber resilience and conducts an annual review of its cybersecurity program against the National Institute of Standards and Technology (NIST) Cybersecurity Framework, ensuring alignment with industry best practices. This systematic evaluation has led to significant improvements across the framework’s six key areas: **Govern, Identify, Protect, Detect, Respond and Recover.**



CYBERSECURITY

Progress in Strengthening Our Cybersecurity Resilience

In response to the continuously evolving cybersecurity threat landscape, we seek to ensure the advancement of our programs, policies, and systems to enhance our digital security posture and response capabilities. Our dedicated cybersecurity department has progressively strengthened our defenses by leveraging industry-leading technologies such as artificial intelligence, comprehensive backup solutions, and collaboration with experienced partners.



Focus Area

Continuous Improvement

2024 Key Achievements

- Revamped internal AI Policy aligned with best practices
- Focused on continuous integration of acquired FlexSteel assets and assessed how we utilize and govern data
- Completed a comprehensive evaluation of our cybersecurity maturity levels against the NIST 2.0 framework to gain a detailed evaluation of our readiness and effectiveness of our cybersecurity defenses
- Updated annual and 2025-2027 Cybersecurity Roadmap to ensure relevancy and address any areas for improvement
- Identification and assessment of potential cyber risks associated with suppliers and partners, including evaluating their cybersecurity practices and policies
- Development of incident response plans that include protocols for addressing breaches or cyber incidents involving third-party vendors, ensuring quick and effective remediation



Education & Training

- 90% of our Associates participated in cybersecurity training, including new Associates
- Cactus training program includes regular sessions on threat awareness, phishing prevention, password management, data protection and incident response protocols
- Conducted ongoing simulated phishing campaigns, annual penetration tests and ransomware simulations
- Quarterly cybersecurity updates for Board members including customized sessions on the threat landscape and financial implications held by third-party cyber experts, including the FBI
- Frequent updates to Associates, including October Cybersecurity Awareness Month communications
- Conduct annual tabletop exercises with leadership team on relevant cybersecurity risks



Industry Collaboration & Certifications

- Active engagement in information sharing platforms and industry associations
- Director of Cybersecurity and additional members of the cybersecurity team hold ISC², ISACA and ISA certifications
- Participation in InfraGard (FBI-critical infrastructure collaboration) and International Society of Automation for industrial control systems





➤ FEATURE

CYBERSECURITY CRISIS DRILL

Strengthening Our Defenses Against Targeted Phishing Attacks

In 2024, Cactus conducted its annual cyber crisis drill simulating a targeted phishing attack on the Human Resources team that resulted in a breach of personal identifiable information (PII). The scenario underscored the growing risks posed by fraudulent email communications, particularly those designed to manipulate financial transactions or compromise sensitive data.

Led by an independent third party, the exercise brought together senior leaders and key decision-makers to test our incident response plan in real time. The drill aimed to sharpen organizational awareness, clarify response roles and strengthen our collective ability to manage high-risk cyber threats.



Insights from the exercise were captured in a comprehensive after-action report, which highlighted key opportunities to enhance our cyber resilience.

By proactively conducting these annual crisis simulations and acting on the lessons learned, Cactus continues to mature its cybersecurity posture—protecting critical assets, ensuring operational continuity and fostering a culture of preparedness in an increasingly complex digital landscape.



SUPPLY CHAIN MANAGEMENT



Supply Chain

Our suppliers are essential partners, helping us uphold high standards of environmental stewardship, social responsibility and governance across our operations. By working closely with our value chain, we reduce risks while improving efficiency.

The Supply Chain Management department oversees the resiliency of Cactus’s supply chain, aiming to optimize supply markets and streamline service delivery across its operations. Under the leadership of the President of Cactus and the Vice President of Quality, the department maintains oversight of critical supply chain metrics, emerging issues and long lead items.

Our suppliers and contractors are expected to adhere to the requirements and expectations outlined in our **Code of Vendor Conduct**. Cactus does not engage in business with contractors or suppliers that fail to complete this acknowledgment and commitment. Our suppliers and contractors are expected to adhere to applicable child labor, wage, labor, safety, human rights and environmental laws.

Our Key 2024 Supply Chain Management And Procurement Achievements Include:

Focus Area	Key Highlights
 Supply Chain Resiliency	<ul style="list-style-type: none">• Conducted a supply chain gap analysis focused on long lead items, critical equipment and maintenance program needs and materials, taking into consideration emerging issues and risks including labor shortages and increased pricing and tariffs• Continued efforts to mitigate supply chain risks through strategies like bulk ordering and standardizing equipment across locations to allow for inventory relocation• Integrated supply chain standards and procedures following the acquisition of FlexSteel• Placed into service the Vietnam facility to diversify our production and reduce risk in our supply chain
 Supplier Audits	<ul style="list-style-type: none">• Conducted frequent hands-on surveillance audits at key international facilities for on-site quality control assessments• Conducted monthly facility process and product audits to identify corrective actions• Annual supplier risk assessment to assess audit schedule
 Industry Knowledge Sharing	<ul style="list-style-type: none">• Voting member and active participant of the API standards for Wellhead and Christmas Tree equipment providing technical input and support



Environment

Cactus seeks to reduce its impact on the environment and continually improve its environmental performance. We aim to identify and implement projects and practices that help minimize our footprint over time. Many of Cactus's products and services are designed to support the industry in operating more efficiently and with fewer environmental impacts.



GHG EMISSIONS & ENERGY USE



Approach

At Cactus, our approach to managing emissions and energy use is rooted in our Environmental Policy and reinforced through our Health, Safety, and Environmental (HSE) Handbook, which guides the actions of all Associates. We minimize our environmental footprint by improving operational efficiencies, adopting lower-emission technologies and promoting responsible energy use across our operations. Our efforts extend beyond our own activities—we expect our suppliers and vendors to align with our standards through adherence to our Code of Vendor Conduct, which outlines expectations for reducing environmental impacts across the value chain. Through continuous improvement and shared accountability, we aim to drive meaningful progress in emissions reduction and responsible energy use.

Additional Resources



**Environmental
Policy Statement**



**HSE
Handbook**



**Code of Vendor
Conduct**

Energy Management: Power/Fuel Consumption

Backed by decades of experience and innovation, Cactus’s equipment and services help customers operate safely, more efficiently, and with a reduced environmental impact.

By enabling faster drilling and completion of wells, our solutions minimize the number of rig and frac days required to produce the same volume of oil and gas. This reduction translates to lower power consumption, fewer emissions, and decreased energy use. The operational efficiencies gained through Cactus’s technology and expertise allow operators to lower costs while simultaneously minimizing their power footprint.



FEATURE

**REDUCING EMISSIONS THROUGH RIG TIME EFFICIENCY:
SAFEDRILL® WELLHEAD SYSTEMS IN ACTION**

Cactus’s proprietary SafeDrill® wellhead systems are helping oil and gas operators significantly reduce rig time—and their environmental footprint. By streamlining installation, drilling and cementing processes, the SafeDrill® system can save operators more than 20 hours of rig time per well compared to conventional wellhead equipment. These time savings directly translate into lower fuel consumption and reduced emissions.

Given that a typical horizontal rig consumes approximately 1,600 gallons of diesel per day, using Cactus’s equipment can reduce fuel use by approximately 1,300 gallons per well

Considering Cactus’s leading market share in North America and the number of SafeDrill® systems deployed, our customers’ fuel savings from deploying our technology are substantial, demonstrating the powerful role that innovative equipment can play in supporting safe, more efficient and environmentally conscious operations.

Energy Consumption and Energy Efficiency

We seek to ensure the use of energy-efficient technologies and work to minimize energy consumption throughout our operations and facilities. This includes efforts to reduce electricity, fuel and water usage, along with monitoring and tracking consumption to better understand and manage our emissions profile. As one small example we recently began deploying hybrid trucks in our U.S. fleet to reduce fuel usage. Through these actions, we aim to improve sustainability and reduce our environmental impact within the energy sector.

ENERGY CONSUMPTION	2024
Total Fuel Consumed	376,160 (GJ)
Fuel Consumption (On-road): Diesel	209,798 (GJ)
Fuel Consumption (On-road): Gasoline	26,828 (GJ)
Fuel Consumption (Off-road)	139,535 (GJ)
Total Electricity Used	14,308 (MWh)
Scope 1 Emissions	25,234 Metric Tons CO ₂ e
Scope 2 Emissions	5,618 Metric Tons CO ₂ e



➤ FEATURE

FRAC VALVE EVOLUTION



In 2024, we introduced our patented Low Maintenance ("LM") frac valve technology, designed to deliver greater reliability, while significantly reducing the need for field greasing. By minimizing human intervention in high-pressure environments, LM valves help improve onsite safety and operational efficiency. This innovation also aligns with our environmental commitments—on a typical 4-well pad, LM valves can reduce grease use by approximately 13,500 pounds, lowering waste generation and minimizing potential environmental risk.

➤ FEATURE

PARTNERING WITH LOUISIANA TECH UNIVERSITY TO IMPROVE ENERGY EFFICIENCY

We recently partnered with Louisiana Tech University through the Industrial Training and Assessment Centers (ITACs) Program, sponsored by the U.S. Department of Energy, to identify opportunities for energy savings within our Bossier City manufacturing facility. Teams of engineering students and faculty conducted detailed assessments. These efforts provided data-driven recommendations that help reduce energy consumption and lower operational costs. The assessment resulted in several efficiency enhancements being adopted, including lighting technology upgrades and cooling system optimizations, which enhanced our energy efficiency and reduced our emissions footprint.



Through this collaboration, we leveraged academic expertise to reduce our energy footprint and promote more responsible facility management.



ENVIRONMENTAL MANAGEMENT

We strive to manage and minimize our environmental impact across our global manufacturing sites, service facilities, and offices. Although regulations differ by country, we consistently uphold compliant and responsible environmental practices wherever we operate. Our policies focus on reducing impacts related to air emissions, water use, waste and spill prevention. Additionally, we have no material biodiversity risks, as our operations are not situated in ecologically sensitive areas.



Air Emissions

- Global manufacturing and service locations meet reporting thresholds to monitor significant non-greenhouse gas (GHG) air emissions, including Nitrogen Oxide (NOx), Sulphur Oxides (SOx), Particulate Matter (PM), and Volatile Organic Compounds (VOC) consistent with local regulations
- All facilities limit or eliminate air emissions where possible

Key Highlights

- Maintain policies and best practices to choose products with lower VOCs in our manufacturing processes such as transitioning to water-based paint



Waste Management

- Prevent the generation of hazardous waste and manage in accordance with local regulatory requirements

- Each branch has waste recycling systems in place
- Limit waste vendors to ensure quality levels
- Ongoing partnership with CompuCycle, an e-waste recycling firm, to ensure safe disposal of outdated electronics



Water Management

- Limit or eliminate contaminants contained in water discharges when possible and minimize impact to stormwater

- Conducts a recycling program to reuse water consumed in our operations



Spill Management

- Ensure compliance with all applicable local regulations and requirements related to spill management including EPA SPCC facilities in the U.S.

- Provide annual spill prevention and management training to Associates at our global manufacturing and service facilities
- Emergency response kits are available at all manufacturing and service locations to quickly address spills and prevent contamination of sensitive environmental areas



Social

Occupational Health & Safety

Our goal is for everyone to return home safely each day. Safety is a core principle embedded throughout our operations. We view it as a shared responsibility, with every individual expected to demonstrate and support safe practices and contribute to ongoing improvements.



OCCUPATIONAL HEALTH & SAFETY

Approach

Our health and safety programs are built on global standards, adapted as needed to comply with the various regulations, specific hazards and unique working conditions across our manufacturing and production facilities, service centers and headquarters. Each location is required to perform regular safety evaluations to ensure adherence to safety procedures and training requirements.

To maintain our ongoing emphasis on safety and the behaviors we expect from our Associates, we focus on continual awareness and engagement and seek to positively influence decision-making that promotes safe outcomes through the prevention of incidents or injuries. Our Health, Safety and Environmental (HSE) Policy and our HSE Employee Handbook guides our approach to safety and applies to all Cactus operations.



Cactus's Health Safety and Environmental Policy and HSE Employee Handbook are available on our website.

We maintain an HSE Management System that guides our HSE practices and programs, aligning with recognized standards from the US Occupational Safety & Health Administration (OSHA) and the International Organization for Standardization (ISO), including ISO 14001 and ISO 45001. Our Vice President of HSE leads our safety initiatives, reporting directly to the CEO and provides quarterly updates to the Board on HSE KPIs and related matters.



OCCUPATIONAL HEALTH & SAFETY

Fostering a Culture of Safety

We foster a culture of safety by empowering every Associate to take personal responsibility for their own well-being and that of their colleagues. Open communication, ongoing training, and visible leadership support ensure that safety remains a core value in all aspects of our operations. In 2024, we actively integrated FlexSteel Associates into our safety culture through onboarding, training, and alignment with our health and safety standards.



Life-Saving Rules

- Adopted the International Association of Oil and Gas Producers (IOGP) Life-Saving Rules.
- Incorporated into our Health and Safety Standards and existing hazard recognition process.
- Continued to educate our Associates on these rules and ensure their implementation across all our facilities.



Stop Work Authority (SWA)

- Associates have the authority and responsibility to immediately stop work if they identify an unsafe condition, behavior, or risk, without fear of retaliation.
- SWA follows a clear "stop, notify, correct and resume" approach to address and resolve unsafe situations, and any retaliation against those exercising this authority is strictly prohibited.



Observation Card Reporting

- Observation Card Program allows Cactus Associates and visitors to report hazardous situations, behaviors and risks before an incident occurs without fear of reprisal and captures suggestions for improvement.
- Part of compensation structure for all U.S. Associates.



Safety Culture Survey

- Conducted a Safety Culture Survey, collecting feedback from management, front-line Associates, and legacy FlexSteel staff to incorporate diverse perspectives into the company's safety culture.
- Hosted by Monarch, the survey resulted in strong safety culture results.
- Executive leadership reviewed the findings to support ongoing safety improvements throughout the organization.



Employee Training

- Conduct mandatory training programs for all Associates including FlexSteel Associates.
- Require all Cactus leaders to participate in HSE leadership training.
- Rolled out micro-learning videos featuring Cactus Associates sharing safety best practices.
- Safety training tied to compensation.



Innovation

- Partnered with a third party to create videos of ergonomic evaluations for routine facility tasks, sharing the videos with Associates along with an ergonomic risk score.
- Assessing Voice to Text safety observation reporting with third party provider.



FEATURE

STOP WORK AUTHORITY IN ACTION

During a critical pump-down operation at our Midland facility, a Cactus wellhead operator demonstrated the strength of our safety culture by exercising SWA. Noticing that pressure gauges were not responding as expected when activating the valve, he immediately halted the operation, prioritizing safety without hesitation. His proactive inspection revealed a disconnected locking-style hose quick-connect, a malfunction that, if unnoticed, could have caused an overpressure event. This incident highlights how our culture empowers Associates at all levels to take decisive action to prevent risks, reinforcing our commitment to proactive safety management and protecting our people, assets, and environment.

Safety Performance

In 2024, Cactus achieved significant safety improvements, reducing its Total Recordable Incident Rate (TRIR) by 25%. The company also lowered its Lost Time Injury Rate (LTIR) by 46%, reflecting its continued focus on workplace safety.

Safety Metrics: Associates	2022	2023	2024
Total Recordable Incident Rate (TRIR)	1.35	1.20	0.90
Lost Time Injury Rate (LTIR)	0.54	0.41	0.22
Total Vehicle Incident Rate (TVIR)	1.05	1.12	1.00



➤ FEATURE

ENSURING A FOCUS ON VEHICLE SAFETY

Vehicle safety is a top priority at Cactus, reflecting our commitment to protecting both Associates and the communities where we operate. Our vehicle safety program includes mandatory defensive driving training, advanced technology for monitoring, and strict policies to minimize risks. Key components of the program include:

Key components of the program include:



New hires complete a mandatory four-hour online defensive driving course through the National Safety Council (NSC) during onboarding.



All service trucks are equipped with GPS and AI-powered camera systems monitored in real time.



Use of handheld cell phones while driving is strictly prohibited; Truce units disable devices, with call and text blockers managed by our Fleet Manager; hands-free Bluetooth calling is permitted.



Each accident is thoroughly investigated by the Fleet Department, and at-fault drivers receive corrective action reports and may be assigned additional NSC training tailored to the incident.

Through this proactive, technology-enabled approach, we foster a strong culture of vehicle safety aimed at continuous improvement and adherence to company policies and customer requirements.





EMERGENCY PREPAREDNESS

As we work to mitigate safety-related risks across our operations, we also prepare for potential events, planned or unplanned, and recognize that effective emergency response requires regular training. Each Cactus facility is responsible for maintaining detailed emergency preparedness procedures to ensure rapid and effective response during crises. Timely and clear communication is vital in these situations, enabling coordinated action across all levels of the organization.

Our incident command teams include local representatives from Human Resources, Health, Safety & Environment (HSE), Legal and Operations. These teams regularly convene to assess regional threats and tailor our emergency protocols to reflect any unique local conditions or risks.



We maintain detailed facility-specific emergency response plans and medical emergency procedures.

In addition to this coordinated approach, we maintain detailed facility-specific emergency response plans and medical emergency procedures. These plans are designed to address the specific needs of each site, ensuring Associate safety and minimizing operational disruptions in the event of an emergency.



HUMAN CAPITAL MANAGEMENT

At Cactus, our greatest asset is our skilled and dynamic workforce. We understand that engaging, supporting, and developing our Associates is vital to our sustainable growth and long-term success. By cultivating an inclusive and empowering workplace, we enable our Associates to excel and contribute meaningfully to the company's goals and success.



Approach

The Vice President of Human Resources (HR) is responsible for overseeing the development of our HR program, performance management, training and succession planning. She provides regular updates to the CEO, Compensation Committee and Board of Directors on a quarterly basis.

INFUSING THE CACTUS CULTURE INTO FLEXSTEEL

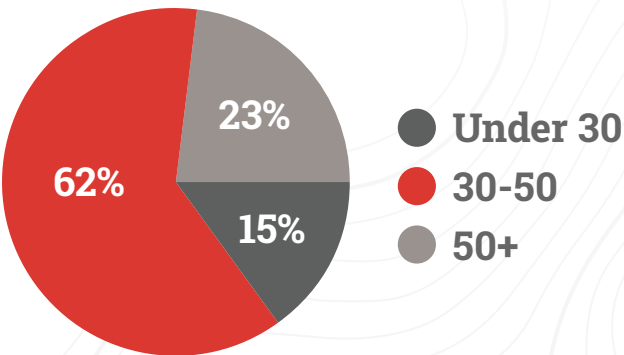
Following the acquisition of FlexSteel, Cactus placed a strong emphasis on integrating the new team into our culture, with a focus on transparency, collaboration and shared values. We engaged Associates through open communication channels, leadership touchpoints and onboarding initiatives designed to foster connection and alignment. By encouraging cross-functional collaboration and reinforcing our cultural priorities—such as safety, integrity and continuous improvement—we've worked to ensure a smooth transition and a unified workforce. This integration process has helped build trust, preserve operational continuity and create a cohesive culture where all Associates are valued and informed.

Associate Profile

As of December 31, 2024, we had approximately 1,600 Associates across our global operations. For more information on our Associate profile, please view the performance data table.



2024 – Associate Age Distribution (%)



ASSOCIATE TRAINING & DEVELOPMENT

Cactus is dedicated to investing in the growth and development of its Associates throughout every stage of their careers, from onboarding through retirement. We empower Associates to reach their professional and personal aspirations by cultivating expertise across the organization.

Our performance management is guided by ongoing, informal conversations between managers and Associates. This approach fosters regular communication, feedback and alignment on goals and objectives throughout the year, enabling teams to collaborate effectively and stay focused on shared priorities.

We understand the importance of maintaining leadership continuity, preserving institutional knowledge, and preparing the company for future growth and transformation. Succession planning begins at the executive leadership level, with a documented plan designed to ensure continuity and stability within the C-suite. This plan is presented regularly to the Board of Directors for review, underscoring its strategic importance to the company's governance and long-term leadership.



INVESTING IN OUR PEOPLE: A JOURNEY FROM ONBOARDING TO RETIREMENT

By offering a variety of learning opportunities, we support Employee growth at every career stage, fostering engagement, retention, and a high-performance culture.



Comprehensive Onboarding

- New hires receive a tailored orientation program lasting up to three days, depending on their role
- Introduction to company culture, values, and role-specific training



Ongoing Departmental Training

- Continuous, job-relevant training provided within each department tied to compensation
- Focus on current job skills including safety, compliance, cybersecurity, unconscious bias as well as future professional growth



Access to Online Learning

- Via CactusU Training Platform
- Over 5,000 courses available on an online platform for self-directed learning
- Topics include technical skills, professional development and leadership



Certification Programs for Field Associates

- Specialized training such as forklift operation and safety certifications
- Ensures compliance and promotes workplace safety



In-Person Learning Initiatives

- Face-to-face training conducted at key field locations
- Examples include anti-harassment and workplace safety sessions



TALENT ATTRACTION & RETENTION

At Cactus, we offer a rewarding career experience through a wide-ranging benefits package, competitive compensation, and many opportunities for growth. Our approach to attracting and retaining top talent combines on-the-job learning, structured training programs and well-being support. As we continue to innovate in retaining and developing our workforce, we welcome individuals at every stage of their careers to join our high-performance culture—where challenging, collaborative work and a deep respect for diversity create an environment in which everyone can succeed.



We ensure a strong focus on recruitment to attract a broad and skilled pool of candidates.

We post open roles on our internal career site and widely used external job boards to maximize visibility. To further extend our reach, we regularly attend career fairs and maintain active partnerships with local colleges and trade schools, including the University of Texas Permian Basin in Odessa, the University of Houston and Wyoming Tech. These efforts help us connect with emerging talent and promote career opportunities in the energy industry. By investing in these relationships and outreach efforts, we support a strong pipeline of qualified candidates and reinforce our commitment to workforce development in the communities where we operate.



“The summer internship program at Cactus and working at the Baytown manufacturing facility has given me hands-on engineering experience I couldn’t get in a classroom, while also opening my eyes to how innovative the energy industry can be. What truly stood out to me was the great culture—everyone is welcoming, and there’s a positive, collaborative atmosphere that makes you feel supported from day one. I’ve benefited so much from the program that I chose to return for a second consecutive summer.”

Lawrence Born, Engineering Intern



FEATURE

LAUNCHING CAREERS: OUR SUMMER INTERNSHIP PROGRAM

Cactus holds a summer internship program, welcoming a variety of interns for a period of 10 to 12 weeks. During this time, interns have the opportunity to gain hands-on experience across diverse departments, including Human Resources, Fleet and Engineering, engaging in meaningful projects and day-to-day operations. The program encourages professional development and industry exposure, and its value is highlighted by the successful recruitment of a former intern—originally from FlexSteel—who transitioned into a full-time role within the engineering department. This approach not only supports the interns’ career growth but also helps Cactus cultivate a pipeline of future talent and strengthen its workforce.

Associate Benefits

We understand that the long-term success of our business is inherently linked to the health, well-being, and resilience of our Associates. We adopt a holistic approach to Associate benefits that promotes not only physical health but also overall wellness, financial stability and a healthy work-life balance. In 2024, we were proud to hold health fairs at all locations, bringing in doctors and healthcare professionals to offer onsite screenings and wellness education. These events engage Associates with valuable health resources, plus branded giveaway items to promote a culture of well-being. This initiative reflects our commitment to supporting the health and wellness of our workforce directly where they work.

Key Benefits

- Medical, dental, vision & prescription drug insurance coverage
- Life, short-term & long-term disability insurance
- 401(K) plan with up to 5% company match
- Paid time off and company holidays including two floating days
- Employee Assistance Program
- Fitness Discounts
- Mental Health & Wellness Programs
- Educational Reimbursement
- Parental & Maternity Leave
- Matching Gift Program



FEATURE

WELLNESS & MENTAL HEALTH

The health and well-being of our Associates remains at the forefront of our priorities. We understand that mental health shapes individuals’ ability to focus, innovate, uphold safety, and make meaningful contributions at work. To help cultivate an engaged and high-performing workforce, we promote work-life balance and offer flexibility wherever possible.

We promote work-life balance and offer flexibility whenever possible.

In 2024, we introduced a new Employee Assistance Program, offering Associates up to six confidential counseling sessions at no cost. We have already seen a positive increase in utilization, reflecting our team’s trust in and need for these vital resources.



STAKEHOLDER ENGAGEMENT

Cactus believes that meaningful dialogue and ongoing engagement with investors, customers, communities and other key stakeholders enables us to contribute significantly to the long-term health of the environment, society and the economy.

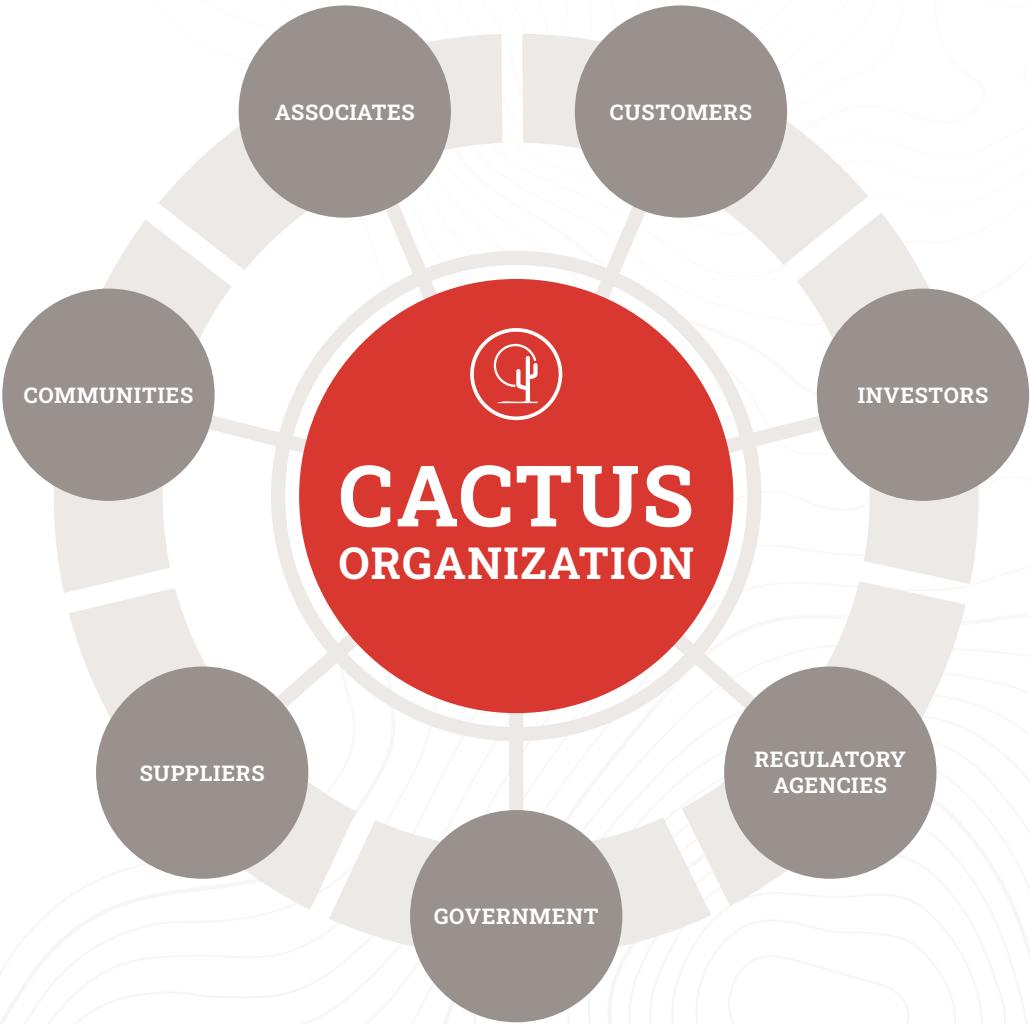
Examples of our initiatives to promote stakeholder interaction include, but are not limited to:

- Weekly internal Associate communications
- Quarterly company town hall meetings
- Press releases and investor presentations
- Participation in investor roadshows and conferences
- Participation in and leadership of relevant trade associations

Political Contributions and Industry Initiatives

Cactus prohibits the use of corporate funds for contributions to political parties, candidates or efforts to influence public elections or referenda. We do not have a political action committee and do not use company resources for political campaigns. While we support Associates’ individual political participation, it must occur on their own time and at their own expense, without representing Cactus.

The company engages with stakeholders through memberships in industry and trade associations, including the Plastics Pipe Institute and API standard committees such as SC6 (Wellhead & Christmas Tree Equipment, Pipeline Valves and Connectors) and SC18 (API Spec Q1, Q2, and Std 18LCM). Cactus pays required dues to these organizations but does not make additional contributions for their political activities.



SOCIAL INVESTMENT

We recognize the importance of giving back meaningfully to the communities in which we operate. We actively partner with organizations that align with our mission and foster local economic growth. Our approach centers on cultivating relationships through collaborative partnerships, volunteer initiatives and targeted financial support.

Approach

Cactus advances a strategic shared value approach by concentrating on three key focus areas where we can simultaneously drive business success and create meaningful positive impact for society and our communities.

Cactus’s charitable contributions are focused on supporting causes in three giving areas:



Education

Supporting organizations and initiatives that improve the quality and accessibility of education.



Health

Supporting organizations and initiatives that address some of the world’s greatest health challenges, including finding a cure for deadly diseases, providing vaccines and critical medications to those in need and educating the public on health and nutrition practices.



Community Enrichment

Supporting organizations and initiatives that enhance the social and economic health of the communities where we operate. This includes promoting accessibility, affordability, stability, diversity, safety and equity.

At Cactus, our charitable giving is overseen by a dedicated community group comprised of a group of Associates from both field and corporate teams. This group evaluates potential initiatives to ensure alignment with company values and community needs before submitting their recommendations to the Executive team for final approval. This structured oversight process helps maintain transparency, accountability, and meaningful impact in the company’s charitable giving efforts.

By aligning our support with the needs of our communities and Cactus’s organizational objectives, we aim to create a meaningful and lasting impact.

Matching Gift Program

Cactus’s matching gift program continues to be an important aspect of our approach to social investment. We match Associate donations (dollar for dollar) to our company-sponsored partner up to \$25,000 a calendar year. Our company sponsored partner in 2024 and 2025 was Sky High for Kids.



KEY COMMUNITY PARTNERS

Making a Difference Together: Cactus's Partnership with Sky High for Kids

Sky High for Kids is currently the chosen Cactus-sponsored partner, supporting their mission to bring comfort, fund vital research and save the lives of children battling pediatric cancer and other life-threatening conditions. Our collaboration includes an Associate matching program to amplify donations, contributions of toys to bring joy to young patients, participation in the annual gala to raise awareness and funds and a special initiative where Associates helped make blankets to provide comfort to children undergoing treatment. Through these collective efforts, Cactus strengthens its commitment to community support and makes a meaningful impact alongside Sky High for Kids.



Empowering Literacy: Cactus's Commitment to Supporting Young Readers

Cactus is proud to support and partner with Literacy Now, a meaningful initiative dedicated to helping children who face challenges reaching their grade-level reading skills. This program focuses on enhancing literacy proficiency while nurturing a lifelong passion for reading among young learners who require additional encouragement.

Beyond our sponsorship, we offered our Associates hands-on opportunities to engage with the community by volunteering to read aloud to students at local schools. Through these interactive reading sessions, our team members will inspire enthusiasm for books and contribute to improving students' reading confidence and abilities. Additionally, each session will include a special gift: the books read during the visits will be donated to the school libraries, enriching their collections and providing lasting access to valuable reading materials for future students.



Data & Disclosures



APPENDIX I: REPORTING FRAMEWORK INDEX: SASB OIL & GAS - SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR DISCLOSURE LOCATION
Emissions Reduction Services & Fuel Management	Total fuel consumed, percentage renewable, percentage used in: (1) on-road equipment and vehicles and (2) off-road equipment	Quantitative	Gigajoules (GJ), Percentage (%)	EM-SV-110a.1	Page 23
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	Discussion & Analysis	N/A	EM-SV-110a.2	Page 23
	Percentage of engines in service that meet Tier 4 compliance for non-road diesel engine emissions	Quantitative	Percentage (%)	EM-SV-110a.3	N/A; Not material to our business
Water Management Services	(1) Total volume of fresh water handled in operations, (2) percentage recycled	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-SV-140a.1	Page 25
	Discussion of strategy or plans to address water consumption and disposal-related risks, opportunities, and impacts	Discussion & Analysis	N/A	EM-SV-140a.2	Page 25
Chemicals Management	Volume of hydraulic fracturing fluid used, percentage hazardous	Quantitative	Thousand cubic meters (m ³), Percentage (%)	EM-SV-150a.1	N/A; Not material to our business
	Discussion of strategy or plans to address chemical-related risks, opportunities, and impacts	Discussion & Analysis	N/A	EM-SV-150a.2	N/A; Not material to our business



APPENDIX I: REPORTING FRAMEWORK INDEX: SASB OIL & GAS - SERVICES

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR DISCLOSURE LOCATION
Ecological Impact Management	Average disturbed acreage per (1) oil and (2) gas well site	Quantitative	Acres (ac)	EM-SV-160a.1	N/A; Not material to our business
	Discussion of strategy or plan to address risks and opportunities related to ecological impacts from core activities	Discussion & Analysis	N/A	EM-SV-160a.2	N/A; Not material to our business
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR), (4) total vehicle incident rate (TVIR), and (5) average hours of health, safety, and emergency response training for (a) full-time employees, (b) contract employees, and (c) short-service employees	Quantitative	Rate	EM-SV-320a.1	Page 29
	Description of management systems used to integrate a culture of safety throughout the value chain and project lifecycle	Discussion & Analysis	N/A	EM-SV-320a.2	Page 28
Business Ethics & Payments Transparency	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Reporting Currency	EM-SV-510a.1	Page 47
	Description of the management system for prevention of corruption and bribery throughout the value chain	Discussion & Analysis	N/A	EM-SV-510a.2	Pages 13-14, Page 20
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	Discussion & Analysis	N/A	EM-SV-530a.1	Pages 15-16
Critical Incident Risk Management	Description of management systems used to identify and mitigate catastrophic and tail-end risks	Discussion & Analysis	N/A	EM-SV-540a.1	Pages 15-16



APPENDIX I: REPORTING FRAMEWORK INDEX: SASB OIL & GAS - SERVICES

TOPIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE OR DISCLOSURE LOCATION
Number of active rig sites	Quantitative	Number	EM-SV-000.A	N/A; Not material to our business
Number of active well sites	Quantitative	Number	EM-SV-000.B	N/A; Not material to our business
Total amount of drilling performed	Quantitative	Meters (m)	EM-SV-000.C	N/A; Not material to our business
Total number of hours worked by all employees	Quantitative	Hours	EM-SV-000.D	4,295,410



APPENDIX II: ESG PERFORMANCE: ENVIRONMENTAL

CATEGORY	ACCOUNTING METRIC	UNITS	2022	2023	2024
Emissions Management	Scope 1 Emissions: Gross Total	Metric Tons CO ₂ e	–	–	25,234
	Scope 2 Emissions: Gross Total (Location based)	Metric Tons CO ₂ e	–	–	5,618
	Scope 1 & 2 Emissions	Metric Tons CO ₂ e	–	–	30,852
	GHG Emissions Intensity	Metric Tons CO ₂ e/ \$Million Revenue	–	–	27.31
Energy Consumption	Total Fuel Consumed	Gigajoules	–	–	376,160
	Fuel Consumption (On-road): Diesel	Gigajoules	–	–	209,798
	Fuel Consumption (On-road): Gasoline	Gigajoules	–	–	26,828
	Fuel Consumption (Off-road)	Gigajoules	–	–	139,535
	Total Electricity Used	Million Kilowatt Hours	–	–	14,308



APPENDIX II: ESG PERFORMANCE: SOCIAL

CATEGORY	ACCOUNTING METRIC	UNITS	2022	2023	2024
Health and Safety	Number of Fatalities: Employee	Number	0	0	0
	Number of Fatalities: Contractor	Number	0	0	0
	Number of Fatalities: Combined	Number	0	0	0
	Total Recordable Incident Rate (TRIR): Employee	Number	1.35	1.20	0.90
	Total Recordable Incident Rate (TRIR): Contractor	Number	0.00	0.00	0.00
	Total Recordable Incident Rate (TRIR): Combined	Number	1.35	1.20	0.90
	Lost Time Injury Rate (LTIR): Employee	Number	0.54	0.41	0.22
	Lost Time Injury Rate (LTIR): Contractor	Number	0.00	0.00	0.00
	Lost Time Injury Rate (LTIR): Combined	Number	0.54	0.41	0.22
	Fatality Rate: Contractor	Number	0.00	0.00	0.00
	Fatality Rate: Employee	Number	0.00	0.00	0.00
	Total Vehicle Incident Rate (TVIR): Employee	Number	1.05	1.12	1.00



APPENDIX II: ESG PERFORMANCE: SOCIAL

CATEGORY	ACCOUNTING METRIC	UNITS	2022	2023	2024
Human Capital Management	Total number of hours worked by all employees	Hours	3,708,176	4,034,638	4,295,410
	Number of Employees	Number	1,059	1,472	1,478
	Percent Women Total Workforce	Percentage (%)	10%	10%	10%
	Percent Women Management	Percentage (%)	11%	9%	9.5%
	Percent Women New Hires	Percentage (%)	11%	22%	20%
	Percent Minority Total Workforce	Percentage (%)	40%	43%	44%
	Percent Minority Management	Percentage (%)	18%	22%	24%
	Percent Minority New Hires	Percentage (%)	38%	33%	24%
	Percent Employees Age Under 30	Percentage (%)	12%	14%	15%
	Percent Employees Age 30-50	Percentage (%)	62%	62%	62%
	Percent Employees Age Over 50	Percentage (%)	25%	24%	23%
	Turnover of Employees	Percentage (%)	35%	25%	32%
	Voluntary Turnover of Employees	Percentage (%)	24%	14%	17%
	Involuntary Turnover of Employees	Percentage (%)	11%	10%	16%



APPENDIX II: ESG PERFORMANCE: GOVERNANCE

CATEGORY	ACCOUNTING METRIC	UNITS	2022	2023	2024
Board Oversight	Number of Board Members	Number	9	9	9
	Average Board Tenure	Years	7	8	9
	Average age of Board Members	Years	65	66	67
	Percent Independent Directors	Percentage (%)	78%	78%	78%
	Percent Women Independent Directors	Percentage (%)	11%	11%	11%
	Percent Minority Independent Directors	Percentage (%)	11%	11%	11%
Business Ethics	Number of Whistleblower Reports	Number	6	29	18
	Employees who acknowledged the Code of Conduct	Percentage (%)	100%	100%	100%
	Amount of net revenue in countries that have the 20 lowest rankings in Transparency International’s Corruption Perception Index	Reporting Currency	–	–	\$3.4 million
Cybersecurity	Percent of employees taking Cybersecurity training	Percentage (%)	85%	88%	90%



FORWARD-LOOKING STATEMENTS / SAFE HARBOR

Special Note Regarding Forward Looking-Statements

Certain statements in this report constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements can be identified by the use of forward-looking terminology including “may,” “believe,” “expect,” “intend,” “anticipate,” “plan,” “should,” “estimate,” “continue,” “potential,” “outlook,” “will,” “hope,” “opportunity,” or other similar words which are not historical in nature. These statements may include, without limitation: future expectations; projections of results of operations or of financial condition; business strategy; information about sustainability goals, targets and planned policies, programs, and initiatives.

Forward-looking statements are based on Cactus’s current understanding, assessments, estimates, and projections of relevant factors and reasonable assumptions about the future. These forward looking statements are subject to certain known and unknown risks, uncertainties and other factors, many of which are outside of Cactus’s control, that could cause actual results to differ materially from the results discussed in the forward-looking statements. You are cautioned not to place undue reliance on any forward-looking statements, which can be affected by assumptions used or by risks or uncertainties. Consequently, no forward-looking statements can be guaranteed.

Forward-looking and other statements regarding environmental and other sustainability efforts are not intended to communicate any material investment information under the laws of the United States or represent that these are required disclosures. Certain metrics, including emissions data, energy management, air quality, or other metrics are based on a combination of measured and estimated data. Metrics reported are estimates subject to change as methods, data quality, and technology improvements occur, and changes to performance data may be updated. Cactus assumes no duty to update these statements or metrics as of any future date, and neither future distribution of this information nor the

continued availability of this report should be deemed to constitute an update or re-affirmation of these figures or statements as of any future date. Any future update will be provided through a public disclosure.

In addition, any reference to Cactus’s support of, work with, or collaboration with a third-party organization within this report does not constitute or imply an endorsement by Cactus of any or all of the positions or activities of such organization. Cactus participates in various initiatives, campaigns, trade organizations, and other collaborations among industry participants that express goals related to emissions, sustainability, and the energy transition. Cactus’s participation or membership in such collaborations is not a promise or guarantee that Cactus’s ambitions of performance or policies will align with the collective ambitions of the organizations or the individual ambitions of other participants, many of which are outside of Cactus’s control and subject to certain known and unknown risks, uncertainties and other factors. Cactus’s future goals, commitments, and ambitions reflect Cactus’s current plans, and Cactus may unilaterally change them to reflect events or circumstances after the date of this report.

When considering these forward-looking statements, you should keep in mind the risk factors and other factors noted in Cactus’s Annual Report on Form 10-K, any Quarterly Reports on Form 10-Q and the other documents that Cactus files with the Securities and Exchange Commission. The risk factors and other factors noted therein could cause actual results to differ materially from those contained in any forward-looking statement. Cactus disclaims any duty to update and does not intend to update any forward-looking statements, all of which are expressly qualified by the statements in this section, to reflect events or circumstances after the date of this report.





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