Cactus Inc.

Cactus Inc.
2025 Sustainability Report

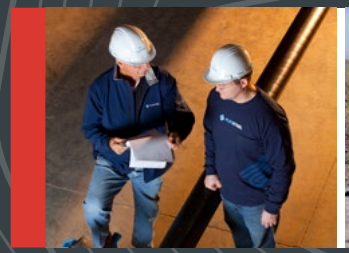





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Introduction

CHAIRMAN AND CEO MESSAGE

Dear Stakeholders,

I am pleased to present Cactus's second annual sustainability report, which highlights the meaningful progress we have made in our sustainability journey since publishing our inaugural report.

The past year has been one of transformation for Cactus. On January 1, 2026, we completed the acquisition of a majority interest in Baker Hughes's Surface Pressure Control business, forming Cactus International. This milestone significantly expanded our geographic footprint across the Middle East, Europe, and Asia, diversified our customer base, and deepened our manufacturing and service capabilities worldwide.

As our business has grown, so has our commitment to the values that define us. We continue to believe that engineering and manufacturing our products in house, from wellheads and pressure control equipment under the Cactus Wellhead brand, to spoolable pipes and fittings under the FlexSteel brand, are the best ways to ensure the safety, quality, and environmental performance our customers and communities deserve. Customers choose our products knowing they are built to help ensure the safe and reliable operation of wells that may produce gas or oil for decades. We take this responsibility seriously and strive every day to uphold the highest standards of safety, performance, and integrity while creating long-term value for all our stakeholders.

Building on Our Foundation

Our inaugural sustainability report, published in 2025, established our baseline. We identified the sustainability topics most material to our business, aligned our disclosures with the SASB Oil & Gas Services framework, and made a commitment to transparency and disclosure. This second report reflects our progress against key material topics.

During the Cactus International integration, we prioritized safety above all else. I want to personally recognize our new Associates who, during an extraordinarily challenging period marked by geopolitical disruption in the Middle East, kept their focus on safe operations while continuing to deliver for our customers. Their professionalism exemplifies the culture we are building across the entire Cactus organization.

Our Priorities

Safety remains our highest priority. We continue to invest in training, equipment, and a culture where every Associate feels empowered to stop work if conditions are unsafe. Our goal is simple: everyone goes home safe, every day.

Environmental stewardship is embedded in our products and operations. Our products are designed to reduce the number of personnel and equipment required at the well site, inherently lowering the environmental footprint of our customers' operations. Our FlexSteel spoolable pipe products offer a more efficient alternative for transporting oil, gas, and other liquids, with fewer connections, reduced leak potential, and a smaller installation footprint than plain steel pipelines.

Our people are our greatest asset. At Cactus, we seek to make the world a better place by requiring equal opportunity and dignity in everything we do. As our workforce has grown substantially through the Cactus International acquisition, we are focused on fostering a unified culture rooted in our core values, one where every Associate, regardless of position or geography, is valued and supported.

Looking Ahead

The global energy landscape is evolving, and Cactus is evolving with it. A more constructive global energy landscape presents meaningful opportunities. At the same time, our stakeholders rightly expect us to pursue growth responsibly. We are committed to expanding our sustainability disclosures in the years ahead, continuing to develop a formal sustainability strategy, and holding ourselves accountable to the standards our investors, customers, Associates, and communities expect.

Thank you for your continued support.

Sincerely,



Scott Bender, Chairman & Chief Executive Officer



ABOUT THIS REPORT

Cactus continues to conduct responsible operations and provide transparent disclosure. This publication marks our second annual Sustainability Report, which outlines our progress managing sustainability-related risks and improving performance through measurable actions.

We strive for accurate and verifiable data. However, certain metrics remain under development and may reflect estimates, assumptions, or methodological limitations. This information has not undergone internal or external audit for this reporting year. We plan to assess an assurance process as our data collection practices mature.

Reporting Period
January 1, 2025 – December 31, 2025 (unless otherwise noted)

Report Publication Date
November 18, 2026

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 sustainability 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 and Reporting Approach
In our inaugural sustainability report, we identified key sustainability topics relevant to our industry using SASB Oil & Gas Services sector guidance. Disclosure topics were selected based on regulatory requirements, stakeholder expectations, internal operational risks, and peer benchmarking.

We plan to conduct a formal materiality assessment once we have fully integrated Cactus International and assessed the evolving sustainability risks and opportunities associated with our expanded global operations. The assessment will align with relevant reporting frameworks, will involve internal and external stakeholder interviews, and be led by an independent third party. The findings will guide the development of our sustainability strategy which will include a three-year road map, help prioritize key issues, and support KPI development and refinement. We expect to begin this process in late 2026, with results published in our 2026 sustainability report.

ABOUT CACTUS

Headquartered in Houston, Texas, Cactus, Inc. (NYSE: WHD) designs, manufactures, sells and 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 our 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 and manufacturing facilities globally with an emphasis in North America and the Middle East as a result of the recently acquired controlling interest in Cactus International.

Cactus at a Glance

Founded 2011; Listed on NYSE in 2018

Enterprise Value: $3.5bn
(December 31, 2025)

HQ: Houston

4 Global Manufacturing Facilities
(December 31, 2025)

7 Global Manufacturing Facilities
(2026)

1,500 Associates
(December 31, 2025)

2,500 Associates
(2026)

30+ Global Locations
(December 31, 2025)

40+ Global Locations
(2026)

MISSION STATEMENT

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.

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

EXPANSIVE GLOBAL OPERATING FOOTPRINT

Strategic Acquisitions: Building A Global Platform

Cactus has undergone a significant transformation through strategic acquisitions that have expanded both our capabilities and our responsibilities. The 2023 acquisition of FlexSteel broadened our portfolio into spoolable pipe technologies, adding facilities and Associates that have since been fully integrated into our sustainability programs. In January 2026, we completed the acquisition of a 65% controlling interest in Cactus International, (formerly Baker Hughes Company's Surface Pressure Control business), reshaping Cactus into a globally diversified manufacturer with significant operations in the Middle East and other international markets. As we integrate new teams, facilities, and geographies, we are extending the same safety culture, environmental standards, and governance frameworks.



Location Key

- Headquarters
- Manufacturing
- Services / Engineering



Governance

Board oversight, risk management, and ethical business practices

100%

Declassified Annual Board Elections by May 2027

10%

Executive compensation tied to Safety Metrics

- ✓ Independent Lead Director
- ✓ Clawback Policy
- ✓ Share Ownership Guidelines

CORPORATE GOVERNANCE

Our Approach

Our Board of Directors provides oversight of the Company's strategy, performance, and governance to support the creation of long-term value for all stakeholders. Reviewed annually, our Corporate Governance Guidelines establish the framework for effective Board oversight and support senior management in executing our business strategy with integrity, transparency, and accountability. These guidelines reinforce our commitment to sound governance practices, ethical business conduct, responsible risk management, and decision-making that reflects our core values and the expectations of our stakeholders.

Board Composition and Evaluation

The Cactus Board of Directors consists of nine members, including seven independent directors. The Board operates through three standing committees: Audit, Compensation, and Nominating & Governance, each chaired by an independent director. In 2026, Tana Utley and Joseph Elkhoury were appointed to the Board, replacing two former board members. Both new board members bring substantial international operating experience to our team.

Board of * Directors	Independent	Audit Committee	Compensation Committee	Nominating & Governance Committee
Scott Bender				
Joel Bender				
Bruce Rothstein ***	✓			
Gary L. Rosenthal (Lead Independent)	✓		✓	✓ **
Michael McGovern	✓	✓	✓ **	
John (Andy) O'Donnell	✓		✓	✓
Alan Semple	✓	✓ **		✓
Melissa Law ***	✓	✓	✓	
Tym Tombar	✓	✓	✓	
Tana Utley (Joined May 2026)				✓
Joseph Elkhoury (Joined August 2026)		✓		

* As of December 31, 2025 ** Indicates Committee Chairperson *** Term Completed May 2026

CORPORATE GOVERNANCE

The Nominating & Governance Committee oversees the Board skills matrix process to help ensure the Board reflects the expertise, perspectives, and industry experience needed to support Cactus's strategic priorities. The Committee regularly reviews Board composition to maintain an effective balance of skills and experience as Cactus evolves. Additional information about each director's qualifications is available in our 2025 Proxy Statement.

The Board conducts an annual self-evaluation to assess its effectiveness and support continuous improvement. The General Counsel administers the evaluation, and the Nominating & Governance Committee reviews the results to identify opportunities to strengthen governance practices. The Board also reviews succession plans for the CEO and other key executive leadership positions to support leadership continuity.

Governance by the Numbers

78% Board Independence

100% Committees Chaired by Independent Directors

10 Average Board Tenure (Years) (December 31, 2025)

68 Average age of Board Members (December 31, 2025)



"Cactus today is a stronger, more sustainable company than it was just a few years ago. Through continued international growth and the acquisition of Cactus International, we have expanded the scale and reach of our business, while growing our customer base and improving on our capabilities. As the organization evolves, the Board remains committed to advancing safety, operational excellence, strong governance, and responsible stewardship while maintaining the entrepreneurial spirit and customer-focused culture that has contributed to our success."

Tym Tombar, Independent 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 & Governance Committee	Audit Committee	Compensation Committee
• Board composition and committee structure, including skills matrix • Corporate governance best practices	• Cybersecurity practices and controls • Annual enterprise risk management process • Compliance and business ethics, including confidential ethics hotline	• Board and executive compensation, including safety performance metrics • Equity-based compensation plans • Associate retention, performance, and talent development • CEO and key executive succession planning

Additional Disclosures:



Code of Business Conduct & Ethics



Corporate Governance Guidelines



2025 Proxy Statement

ETHICAL BUSINESS PRACTICES

Approach to Ethics & Compliance

At Cactus, we conduct business with honesty and integrity in accordance with the highest legal and ethical standards. Our Board of Directors, management, and Associates are required to adhere to our Corporate Code of Business Conduct and Ethics (Code). All new Associates must complete annual ethics training on our Code, which is overseen by our General Counsel and Chief Compliance Officer, along with biennial internal audits that validate adherence.

Training and Global Readiness

Ahead of the Cactus International acquisition, we expanded our ethics training to address the demands of a broader international presence. Modules covering international trade compliance, the Foreign Corrupt Practices Act, and anti-bribery protocols were broadly distributed. To ensure accessibility, in 2025, we translated our Code into seven languages.

BUSINESS ETHICS METRICS

Year	Compliance hotline calls	Associates who received Code
2023	29	100%
2024	23*	100%
2025	14	100%

* Number has been recast due to corrected methodology

Ethics Hotline

We seek to ensure a thorough ethics reporting system. Cactus Cares is an independently operated, confidential ethics hotline, available 24 hours a day, seven days a week. Any stakeholder can, and is encouraged to, report potential Code violations or general concerns anonymously, with strict no-retaliation protections. In 2026, we added dedicated international phone lines to serve our growing stakeholders outside the U.S. Awareness is reinforced through regular communications, posters displayed at all facilities, and dedicated resources on our corporate website and intranet.

We track the number of reports to assess hotline effectiveness. In 2025, hotline submissions saw a modest decline following the FlexSteel integration, consistent with a workforce now fully aligned to our ethics framework. The Chief Compliance Officer reports concerns and ethics violations to the Audit Committee quarterly.

Respectful Workplace

Our Anti-Harassment and Discrimination Policy sets clear expectations for a respectful, inclusive environment. All Associates complete mandatory prevention training, starting at onboarding. When hotline reports indicate potential concerns, we deploy targeted sessions to reinforce standards and address issues early.

Cactus Cares hotline is:

- ✓ Independent
- ✓ Confidential
- ✓ Third-party maintained
- ✓ 24/7
- ✓ U.S. & international
- ✓ Anonymous

Additional Resources

- Code of Business Conduct & Ethics
- Trading Policy
- Social and Human Rights Policy

MANAGING RISK

At Cactus our Enterprise Risk Management (ERM) program, grounded in the Committee of Sponsoring Organizations framework, provides a structured approach to identifying, assessing, and mitigating risks across operations. We continue to integrate sustainability considerations, including climate-related risks, recognizing their interdependence with our commercial, operational, and financial risk profile.

Oversight of Risk Management

Risk management is embedded in our governance structure. Our Board of Directors oversees a risk management framework that integrates risks into our strategy and operations. Management regularly assesses strategic and operational risks and reports key risks and mitigation efforts and alternatives to the Board, which reviews the effectiveness of the Company's risk management processes considering evolving business and market conditions. The Board retains direct oversight of strategic risk exposure, while the Audit Committee monitors major financial risks and management's response.

CACTUS INTERNATIONAL BUSINESS ACQUISITION

Prior to final approval to proceed with the acquisition, the Board directed management to assess risk factors related to the Cactus International transaction, including an enhanced evaluation of global risks reflecting the anticipated scale and complexity of the combined organization. These discussions drove enhancements to our ERM framework to ensure readiness for a more geographically diverse business.

RISK OVERSIGHT STRUCTURES

1 Board of Directors
Receives regular risk reports and serves an oversight role, particularly with respect to risk interrelationships.



2 Board Committees
Reviews and discusses risks relevant to their charter.



3 Executive Management
Guides leadership and risk owners on risk management philosophy.



4 ERM Team & Risk Owners
Develop tools and templates, report on ERM progress, and manage assigned risks with staff support.



MANAGING RISK

STRATEGY & OBJECTIVES	Leaders set strategy for the annual ERM process and define objectives for participants.
RISK IDENTIFICATION	Leaders identify existing and potential risks that could impact our business.
RISK ASSESSMENT	The ERM team reviews and compiles risks into an assessment summary with each risk ranked.
RISK RESPONSE	Risk owners review assigned risks and develop and enhance mitigation measures.
MONITOR & REPORT	The assessment is reviewed by executive management and provided to the Audit Committee and Board.

Enterprise Risk Management Process

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

Annually, the executive team and designated Risk Owners categorize enterprise risks by likelihood and impact to formalize our ongoing assessment process, review existing controls, and implement new or revised mitigation measures. Results are compiled into a prioritized risk assessment, reviewed by executive management and department leaders, and presented to the Board.



CYBERSECURITY

As our global footprint grows, so does the complexity of the threats we face. We invest in the people, processes, and technologies required to protect our corporate networks, field operations, privacy, equipment, and business-critical data.

Governance and Approach

The Audit Committee oversees cybersecurity on behalf of the Board. In 2025, the SVP of IT & Chief Information Officer (CIO), assumed executive sponsorship of the cybersecurity program. Cybersecurity roles and responsibilities under this structure are detailed in our 2025 Form 10-K. The Audit Committee receives quarterly updates and the Board receives an annual program briefing from the CIO and Director of Cybersecurity.

Our Cybersecurity policy outlines the standards for preserving data and infrastructure security. Associates acknowledge policy updates and complete knowledge checks to confirm understanding. In 2025, we expanded the policy with several key additions: Mobile Device Management, Technology Acceptable Use, Cryptography and Encryption, and Removable Media, alongside updates to Change Management and Use of Generative AI policies.

At Cactus, we benchmark our program annually against the National Institute of Standards and Technology (NIST) Cybersecurity Framework 2.0, driving measurable improvement across its six pillars: Identify, Protect, Detect, Respond, Govern, and Recover.



"Our cybersecurity program has to evolve as fast as the threats we face, and as fast as our business grows. In 2025, we strengthened our defenses, expanded third-party risk management, and laid the groundwork for a security framework that can scale with the complexity of a larger, global organization. I'm proud of what this team has built, and we're focused on staying ahead of what's next."

Alina Parast, Chief Information Officer

FEATURE

2025 Program Spotlight: Third-Party Risk Management

In 2025, we launched an enterprise-wide initiative to embed cyber risk assessments into our procurement process. Suppliers who process, store, or transmit Cactus data are evaluated against established cybersecurity practices and controls before engagement. Given the surge in third-party and sub-processor breaches across the energy industry in 2025, this was a critical step to ensure we partner with firms that meet the security standards our operations require.

CYBERSECURITY

Focus Area	2025 Key Achievements
Continuous Improvement	• Expanded third-party cyber risk reviews into procurement processes to assess vendors that process, store, transmit, or access company data • Continued consolidating security tools and policies, improving consistency and operational efficiency • Strengthened technical controls through USB restrictions, removal of risky protocols, vulnerability remediation, and planning for Zero Trust and network segmentation • Assessed cyber risks associated with suppliers and partners, and developed incident response plans with protocols for third-party vendor breaches
Assurance & Testing	• Completed multiple assurance activities including tabletop exercises, penetration testing, and a cloud penetration test • Completed two independent third-party assessments against the NIST framework • Conducted a cybersecurity posture review with a third party to evaluate the readiness and effectiveness of our defenses • 2025 tabletop exercise tested business email compromise, deepfake-enabled fraud, and payroll direct-deposit manipulation scenarios with business, technical, and executive leadership
Education & Training	• Ongoing simulated phishing campaigns, annual penetration tests, and ransomware simulations • Annual tabletop exercises with the leadership team on relevant cyber scenarios • Quarterly cybersecurity updates provided to Board members • Regular Associate communications, including Cybersecurity Awareness Month programming in October • 90% average Associate participation in cybersecurity training
Industry Collaboration & Certifications	• Active participation in information-sharing platforms and industry associations • Cybersecurity team members hold ISC²* certifications • Engaged in InfraGard (FBI critical infrastructure collaboration) and the International Society of Automation for industrial control systems

* International Information System Security Certification Consortium

SUPPLY CHAIN MANAGEMENT

Our suppliers are integral to the way we do business. Through close collaboration across our value chain, we seek to uphold strong standards of environmental stewardship and social responsibility, while reducing risk and driving operational efficiency.

Supply Chain Oversight

Supply Chain Management oversees the resiliency of Cactus's supply chain. In 2025, the department's focus was on mitigating tariff exposures, reducing geographic concentration and building operational flexibility. With the newly commissioned Vietnam facility commencing operations and the FlexSteel integration complete, the department's role expanded beyond day-to-day procurement into management of new supplier onboarding, facility qualification, and phased licensing across multiple regions.

CODE OF VENDOR CONDUCT

Cactus requires all suppliers and contractors to formally acknowledge the Code of Vendor Conduct. The Code sets expectations around labor practices, fair wages, workplace safety, human rights, and environmental responsibility. Cactus does not engage with suppliers or contractors that have not completed this acknowledgment.

View the Code of Vendor Conduct →

2025 Achievements

In 2025, we advanced several initiatives to strengthen supply chain resilience, broaden sourcing capabilities and reinforce supplier accountability.

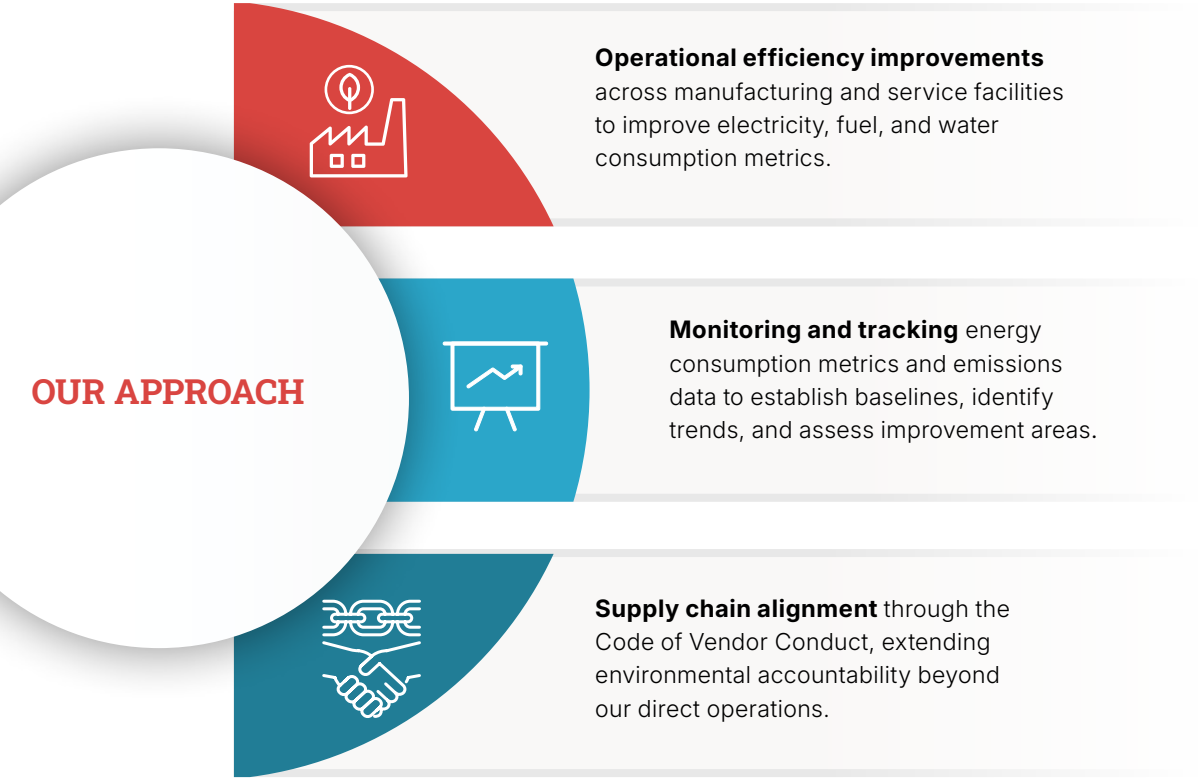
Focus Area	Key Highlights
Supply Chain Diversification	• Vietnam manufacturing facility began operations in 2025, establishing a new production corridor outside of legacy regions and potentially decreasing tariff burden relative to China-sourced product • Sourced certain components for FlexSteel pipe through Cactus supply chain, expanding flexibility and capacity
Supplier Audits	• Conducted more than **100 supplier audits** across Vietnam, China, and the United States • Combined direct surveillance by Cactus quality teams with third party audits in regions without permanent local presence • API conducted independent annual audits of manufacturing sites, reinforcing regulatory compliance and consistent supplier performance
Local Sourcing Expansion	• Began producing select components domestically in the United States to mitigate global supply and tariff risk • Expanded supplier base in China to fill supply gaps and reduce lead times • Continued bulk ordering and strategic inventory positioning to stabilize supply and buffer against market volatility
Supplier Diversity	• Began formally capturing supplier diversity data through new vendor onboarding forms in the United States • Continued focus on building an inclusive supply base that includes small businesses, women owned, minority owned, and veteran owned businesses



Environment

Emissions management, energy use, and environmental stewardship

GHG EMISSIONS & ENERGY USE



Reducing emissions and improving energy efficiency are central to how Cactus operates and how our products perform in the field. We approach this challenge on two fronts: managing the environmental footprint of our own manufacturing, service, and office operations, and delivering products and services that enable our customers to operate with measurably lower fuel consumption and fewer emissions.

Our Environmental Policy and Health, Safety, and Environmental Handbook establish the framework that guides every Associate in applying these principles. We hold our supply chain to the same standard through our Code of Vendor Conduct, which sets clear expectations for environmental performance across the value chain.

Additional Resources

Environmental Policy Statement

HSE Handbook

Code of Vendor Conduct

Emissions and Energy Across Our Operations

Across our global facilities, we track and report Scope 1 and Scope 2 greenhouse gas emissions and monitor energy consumption by source, including electricity, natural gas, and diesel. This data allows us to identify opportunities for improvement and measure year-over-year progress.

GHG EMISSIONS & ENERGY USE

Environmental Performance

In 2025, absolute GHG emissions increased while revenue declined. The increase was driven primarily by higher reported Scope 2 emissions following a methodology enhancement: at certain manufacturing facilities, we transitioned from modeled estimates of purchased electricity to direct measurement using utility data. This refinement revealed that prior estimates had understated actual consumption at our most energy-intensive sites. We will continue to strengthen data quality processes as our program matures.

Enabling Lower Emissions for Our Customers

One of the environmental contributions that Cactus makes extends beyond our own operations. Our equipment and services are engineered to help our customers complete wells faster, with fewer rig days and lower total fuel consumption per operation. Every hour of rig time eliminated translates directly into reduced diesel use, lower emissions, and a smaller energy footprint for our customers.

By reducing the time needed to drill and complete wells, Cactus technology helps customers produce the same volume of oil and gas while using significantly less energy. This delivers engineered emissions reductions at the point of deployment, without requiring separate abatement measures.

Energy & Emissions Data

Energy Consumption	2024	2025
Total Fuel Consumed (GJ)	376,160	371,976
Fuel Consumption (On-road): Diesel (GJ)	209,798	206,638
Fuel Consumption (On-road): Gasoline (GJ)	26,828	30,097
Fuel Consumption (Off-road) (GJ)	139,535	135,241
Total Electricity Used (MWh)	14,308	29,681
GHG Emissions		
Scope 1 Emissions (Metric Tons CO2 e)	25,234	24,844
Scope 2 Emissions (Metric Tons CO2 e)	5,618	15,109

GHG EMISSIONS & ENERGY USE

Energy Efficiency Across our Facilities

Within our own operations, we ensure energy-efficient technologies are deployed wherever practical and that consumption is actively managed rather than passively accepted. We monitor electricity, natural gas, and fuel consumption across our facilities to maintain visibility into our energy profile and to identify areas where targeted investment or process changes can yield measurable reductions.

FEATURE

SafeDrill® Wellhead Systems in Action

Cactus's proprietary SafeDrill® wellhead systems reduce rig time by streamlining installation and drilling processes. Compared to conventional wellhead equipment, SafeDrill® can save our customers more than 20 hours of rig time per well.

With a typical horizontal rig consuming approximately 1,600 gallons of diesel per day, this time reduction can eliminate roughly 1,300 gallons of fuel consumption per well. Across Cactus's leading North American market share and the volume of SafeDrill® systems deployed, the aggregate fuel savings and associated emissions reductions are substantial.

20+ **Hours Saved Per Well**

Rig time reduction using SafeDrill® versus conventional wellhead equipment

~1,300 **Gallons of Diesel**

Estimated fuel savings per well from reduced rig time

Facility Systems

- Optimizing lighting, HVAC, and compressed air systems across manufacturing facilities
- Integrating efficiency into standard operating procedures, not treating it as a standalone initiative

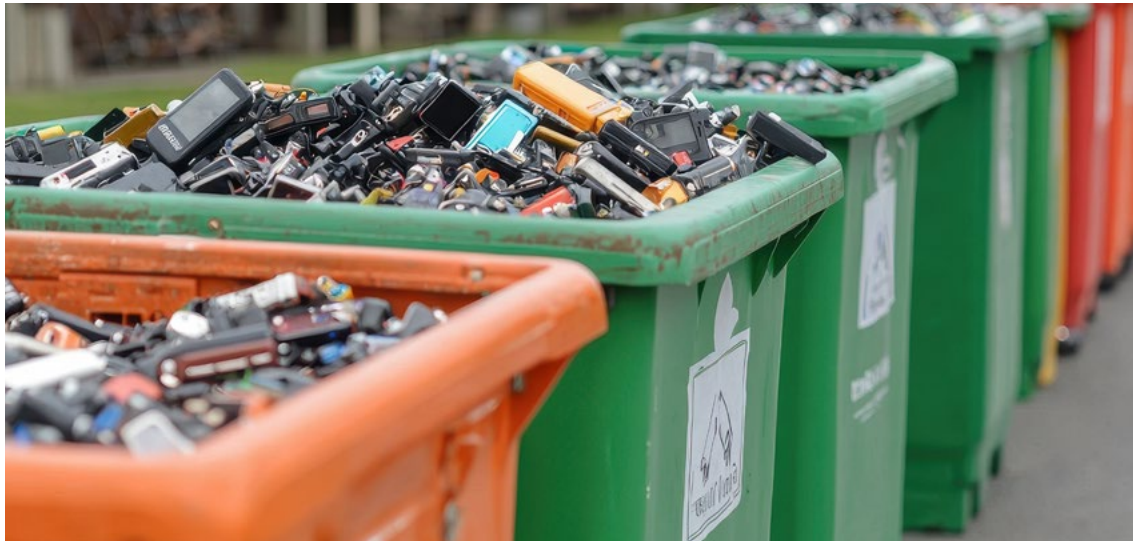
Fleet & Field Operations

- Tracking fuel consumption across the vehicle fleet to identify reduction opportunities
- Lowering energy intensity per unit of output through process improvements

ENVIRONMENTAL MANAGEMENT

We are committed to managing and minimizing 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, with a focus on reducing impacts related to air emissions, water use, waste, and spill prevention. Our operations are not situated in ecologically sensitive areas, and we have no material biodiversity risks.

Environmental Topic	Approach	Key Highlights
 **Air Emissions**	Global manufacturing and service locations meet reporting thresholds to monitor significant non-GHG air emissions, including NOx, SOx, Particulate Matter, and Volatile Organic Compounds (VOC), consistent with local regulations. All facilities work to limit or eliminate air emissions where possible.	• Transitioned to low VOC and water-based paints across manufacturing processes to reduce emissions and improve air quality • Ongoing evaluation of products and processes to select lower emission alternatives
 **Waste Management**	We prioritize preventing the generation of hazardous waste and ensure all waste streams are managed in accordance with local regulatory requirements. Vendor selection is carefully managed to maintain quality standards across disposal and recycling partners.	• Waste recycling systems are in place at each branch location • Limited waste vendor pool to ensure consistent quality levels • Ongoing partnerships with local firms for the responsible disposal of outdated electronics
 **Water Management**	Our approach focuses on limiting or eliminating contaminants contained in water discharges where possible while minimizing impacts to stormwater systems across all operating locations.	• Active water recycling program to reuse water consumed in operations • Ongoing monitoring of discharge quality against local standards
 **Spill Management**	We ensure compliance with all applicable local regulations and requirements related to spill management, including EPA SPCC requirements at U.S. facilities. Preparedness and rapid response are central to our approach.	• Annual spill prevention and management training for Associates at all global manufacturing and service facilities • Emergency response kits are available at all manufacturing and service locations for rapid containment



FEATURE

Responsible Electronics Recycling

Since launching an electronics recycling program with a Houston-based firm in 2023, Cactus has expanded the initiative across our operations. Through 2025, the program has diverted **3,252 pounds** of end-of-life computer-related equipment from landfills, ensuring retired technology is processed through certified, environmentally responsible channels. The partnership supports our broader commitment to hazardous waste reduction across our operations, improving resource recovery, and ensuring that retired technology is processed through certified, environmentally responsible channels.

FEATURE

Reducing Emissions Through Lower-VOC Coatings

In 2025, Cactus completed a transition to lower-VOC coating systems across its operations. The Bossier City manufacturing facility converted to a low-VOC water-reducible paint system, while service centers moved to low-VOC enamel paints. These changes reduce VOC emissions at the source and improve air quality for Associates working in our facilities. The use of bulk drums further minimizes paint thinner waste and improves efficiency during color transitions. The initiative reflects Cactus' ongoing effort to select materials and processes with lower environmental impact without compromising the quality and durability standards our customers expect.





Social

1,500
Associates

5,000
Training Courses

- Summer Internship Program
- Annual Safety Survey

SAFETY

Occupational Health and Safety

Safety at Cactus is not a program, but an operating principle. Every Associate, at every level, shares the responsibility of protecting colleagues around them and driving the practices that prevent incidents before they occur.

"Safety is a shared responsibility, with every individual expected to support safe practices and contribute to ongoing improvements."

Approach

Our approach to health and safety is grounded in globally recognized frameworks and tailored to specific hazards, regulations, and working conditions at each manufacturing facility, production site, service center, and office. Every location conducts regular safety evaluations to verify that procedures and training meet our standards, and that such standards translate into the safe behaviors we expect on the ground. We maintain a sustained focus on safety awareness and decision-making that promotes safe outcomes aiming to prevent incidents before they occur.

Policies and Procedures

- Cactus' Health, Safety and Environmental (HSE) Policy and HSE Employee Handbook outlines our approach to Safety, setting clear expectations for all Associates.

Click here for the handbook

Safety Oversight

- Our Vice President of Health, Safety & Environment leads our safety function, reporting directly to the CEO and provides quarterly updates to the Board on HSE key performance indicators and related matters
- Conduct quarterly safety calls with leadership
- Utilize monthly business unit and quarterly operations-wide safety stand-downs to refocus our organization on safety and on an ad hoc basis when deemed necessary

HSE Management System

- We maintain an HSE Management System that guides our HSE practices and programs, aligning with recognized standards:
- Occupational Safety & Health Administration (OSHA)
- International Organization for Standardization (ISO), including ISO 14001 and ISO 45001

SAFETY

Safety Culture

A strong safety culture depends on individual ownership backed by organizational support. At Cactus, every Associate is empowered and expected to act on safety and potential safety incidents. Open communication, visible leadership, and structured programs reinforce that safety is a shared value, not just a set of rules.



Life-Saving Rules

Cactus continues to follow the International Association of Oil & Gas Producers (IOGP) Life-Saving Rules and incorporated them into the Health and Safety Standards and hazard recognition processes. Associates across all facilities receive ongoing education on these rules and their practical application.



Stop Work Authority (SWA)

Every Associate has the authority, and the responsibility, to immediately halt work when they observe an unsafe condition or behavior. Our process follows a clear *stop, notify, correct, resume* protocol, and retaliation against anyone exercising this right is strictly prohibited.



Observation Card Reporting

Associates and visitors can proactively report hazardous situations, at-risk behaviors, and improvement ideas through our Observation Card Program without fear of reprisal. Participation is embedded in the compensation structure for all U.S. Associates, and in 2025, observation card performance was directly tied to the annual bonus program.



Safety Culture Survey

Our annual Safety Culture Survey, hosted by Monarch, collects input from management and front-line Associates. In 2025, **results showed significant year-over-year improvement**, indicating strengthening engagement and participation across the organization.

SAFETY

Incentive Alignment: Evolving How We Reward Safety
We are strengthening the connection between safety outcomes and compensation, shifting from activity-based metrics toward a model that every Associate can better understand and directly influence.

2024-2025

Outcome-Based
Annual bonuses tied to observation card performance and Total Recordable Incident Rate (TRIR), linking compensation to measurable safety outcomes.

2026-Onward

The Perfect Day
Bonuses based on achieving a “perfect day.” No injuries, accidents or harm to the environment, with no service quality issues. A single target combining safety and quality.

FEATURE

SAFETY IN ACTION - MAINTENANCE TECHNICIAN JAMES CAYLOR, BAYTOWN FACILITY

A safety culture is built by individuals who take initiative. At the Baytown facility, Maintenance Technician James Caylor identified a missing safety guard on critical equipment and took it upon himself to fabricate a replacement after hours resolving the hazard before it could result in an incident. His willingness to act beyond the scope of his immediate responsibilities reflects the Cactus culture: one where Associates at every level are empowered to own safety, not just observe it. His contribution was formally recognized by leadership, reinforcing our commitment to visible accountability and proactive risk reduction.



SAFETY

Training and Innovation
In 2025, we made investments in safety and environmental data systems that included centralizing information, strengthening analytics, and building the infrastructure to support our safety goals going forward.

On-going safety training focuses on building competence and changing behavior and remains a mandatory priority for all Associates across the Cactus organization.

Data Platform

Benchmark Gensuite: Single Source of Truth

We completed the transition from multiple legacy systems to Gensuite as our centralized platform for safety data sheets, inspections, and concern reporting. The integrated system has improved audit tracking, incident reporting, and training documentation.

✓ Transition Complete

Analytics

Safety & Sustainability Dashboards

New dashboards now track inspections, completed corrective actions, and safety concerns in real time.

Rollout in Progress

Training Programs

- HSE leadership course delivered two to three times annually to strengthen leadership capabilities and safety culture
- Ongoing micro-learning video series featuring Associates sharing best practices and field experience
- AI-narrated safety alerts and training refreshers enhance the speed, consistency, and effectiveness of safety communications
- Safety training performance is incorporated into annual compensation metrics and accountability processes

2025 Initiative: Heads Before Hands

The Heads Before Hands initiative encourages every Associate to pause and think before acting, reducing the risk of injury by making proactive safety thinking a daily habit rather than a reaction to an event.

Visual Presence
Posters and communications deployed across all facilities, including recently acquired locations

Cultural Shift
Reinforces deliberate risk assessment before each task begins

SAFETY

Safety Performance	2023	2024	2025
Total Recordable Incident Rate (TRIR)	1.20	0.90	1.31
Lost Time Injury Rate (LTIR)	0.41	0.22	0.53
Total Vehicle Incident Rate (TVIR)	1.12	1.00	1.11



Branch Manager Safety Leadership

At the end of 2025, to further improve our safety performance we introduced a structured program requiring branch managers to develop and report on one meaningful safety action each quarter, a specific, measurable improvement to their facility. This initiative emphasizes ownership of safety progress directly with the people closest to the work.

Each quarter, branch managers present their chosen action, progress, and results during calls with senior leadership. These sessions foster transparency and accountability, ensuring safety improvements are tracked, discussed, and sustained across the organization.



FEATURE

VEHICLE SAFETY

Our Associates spend significant time on the road and such exposure carries real risk. Cactus treats vehicle safety with the same rigor applied inside our facilities: mandatory training, active monitoring technology, enforced distraction policies, and structured accountability when incidents occur.

Defensive Driving Training

Every new hire completes a mandatory four-hour online defensive driving course through the National Safety Council (NSC) during onboarding before they are cleared to operate a company vehicle.

Real-Time Fleet Monitoring

All service vehicles, are equipped with GPS tracking and AI-powered camera systems that monitor driving behavior in real time.

Distraction Elimination

Handheld cell phone use is strictly prohibited. Hands-free Bluetooth is permitted.

Incident Accountability

Every vehicle accident is investigated by the Fleet Department. At-fault drivers receive corrective action reports and may be assigned additional NSC training tailored to the incident.



EMERGENCY PREPAREDNESS

Cactus maintains a structured emergency response capability at every location, built on the principle that effective crisis response depends on planning, practice, and clear lines of communication long before an event occurs. 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.

Incident Command Teams

Each Cactus location maintains a dedicated incident command team composed of local representatives from Human Resources, Health, Safety & Environment, Legal, and Operations. These teams convene regularly to assess regional threats and adapt emergency protocols to reflect the specific hazards and conditions at their site. This cross-functional structure ensures that when an event occurs, decision-making authority and subject-matter expertise are already in place.

Site-Level Readiness

Every Cactus branch is responsible for maintaining detailed, facility-specific emergency response plans and medical emergency procedures. These plans are tailored to the unique conditions of each site addressing local hazards, facility layout, available resources, and proximity to external emergency services.

- → Facility-specific response and evacuation plans
- → Medical emergency procedures and first-response protocols
- → Regular drills and scenario-based training exercises
- → Timely communication protocols across all organizational levels

HUMAN CAPITAL MANAGEMENT

Our Associates and culture are the foundation of everything we do. In 2025, we planned for the integration of a global workforce following a major acquisition and strengthened the programs that develop talent, promote well-being, and drive long term success.

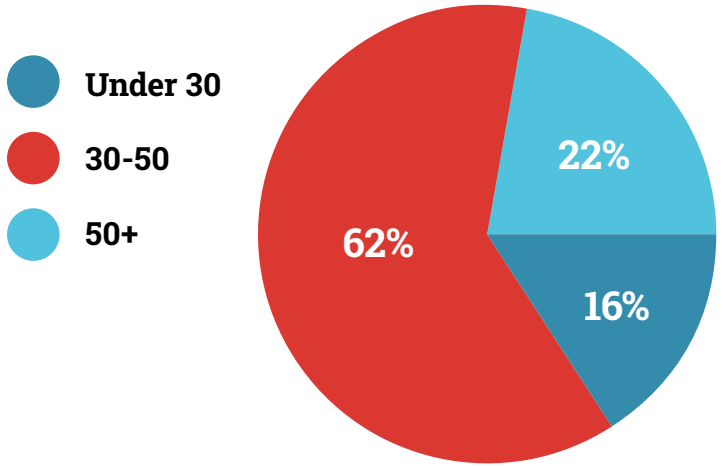
Workforce At A Glance

1,500 Associates
(December 31, 2025)

5,000 + Training Courses Available through CactusU

51% Minority Total Workforce
(U.S. Workforce Only)

2025 – Employee Age Distribution (%)





FEATURE

GLOBAL INTEGRATION

The Cactus International acquisition is transformational for Cactus, diversifying our geographic footprint and providing access to new growth markets. During 2025, our HR team began planning for the harmonization of compensation and benefits plans across international operations. On January 1, 2026, Associates that joined Cactus were largely brought onto Cactus systems under harmonized plans. Cactus fosters an engaged, collaborative culture built on direct communication and shared ownership rather than complex hierarchies. As we continue to integrate new teams, we lead with transparency and teamwork across functions, while focusing on our core values of safety, integrity, and continuous improvement.

Payroll and Benefits
Built full infrastructure to transition global Associates onto Cactus systems with no service gaps.

Policy Harmonization
Aligning plans and policies to ensure no negative impact for Associates moving from legacy benefits.

2026 Associate Roadmap
With infrastructure complete, the focus shifts to cultural integration and organizational optimization.



HUMAN CAPITAL MANAGEMENT

Associate Training and Development

Professional development at Cactus is a continuous investment. From onboarding through senior leadership transitions, we provide structured learning pathways, applied mentorship, and specialized certifications that equip Associates to advance with the company.



Structured Onboarding

New Associates complete a tailored orientation of up to three days covering company values, safety protocols, and the foundational knowledge to contribute to Cactus success.



Departmental Skill Building

Each department delivers ongoing training tied to performance and compensation, covering safety, compliance, cybersecurity awareness, unconscious bias, and technical skills.



CactusU Digital Learning Platform

Expanded in 2025, our online platform offers over 5,000 courses spanning technical competencies, soft skills, and leadership development.



Field Certifications and Onsite Training

Specialized programs including forklift operation, offshore safety certifications, harassment prevention, and quarterly safety leadership sessions delivered at field locations by HR business partners and external facilitators.



Leadership and Succession Planning

In 2025, formal succession plans expanded beyond the executive suite to VP and director roles. Functional leaders collaborate with Human Resources to identify and develop future Cactus leadership, with plans reviewed regularly by the Board.

TALENT ATTRACTION & RETENTION

Cactus attracts and retains talent through meaningful work, competitive compensation, and clear pathways for advancement. Our recruitment strategy leverages multiple channels to reach a broad, skilled candidate pool.

Recruitment Strategy

University Partnerships

Ongoing collaborations with colleges, universities, technical schools including the University of Texas Permian Basin in Odessa, the University of Houston, and Wyoming Technical Institute, with regular presence at campus career fairs and trade school events.

Veteran and Diversity Fairs

Expanded participation in veteran career fairs and broadened job platform usage to widen our candidate pool.

Internal Mobility

Open roles are posted internally first, reinforcing our commitment to promoting from within and developing existing talent.

Summer Internship Program

Our internship and early-career programs provide meaningful, hands-on experience and exposure to real business and operational challenges. Participants strengthen their technical and professional skills, learn directly from experienced Associates, and embrace new opportunities. By investing in early-career talent, Associate development, and internal advancement, we support workforce continuity and prepare the next generation of talent to contribute to Cactus's future.

10 - 12 Weeks
Multiple Departments

Each year, Cactus welcomes a variety of interns for 10 to 12 weeks of applied experience across departments including Engineering, Human Resources, IT and Fleet. The program serves as a direct pipeline to permanent roles, with one former intern already transitioning into a full-time engineering position.



"My internship at Cactus provided hands-on experience and a supportive environment where I felt valued right away. The collaborative atmosphere and mentorship gave me the confidence to step directly into high-impact initiatives like our international payroll transition. Cactus creates a culture that truly invests in its talent, and I'm excited to keep expanding my skill set as I grow my career here."

Kylie Clark, Benefits Coordinator

ASSOCIATE BENEFITS

Cactus takes a multi-faceted approach to benefits, addressing physical health, mental wellbeing, financial security, and work life balance to support Associates and their families at every stage.

Health and Insurance

Medical, dental, vision, and prescription coverage along with life insurance and short- and long-term disability protection.

Financial Security

401(k) plan with up to 5% company match, educational reimbursement, and the Associate matching gift program.

Work Life Balance

Paid time off and company holidays including two floating days, parental and maternity leave, and flexible scheduling where roles allow.

Wellness and Mental Health

Employee Assistance Program providing up to six confidential counseling sessions at no cost, plus fitness discounts and mental health resources.



New Benefits in 2025

Expansion of Onsite Health Fairs
Doctors and healthcare professionals at additional locations for screenings and wellness education.

Subsidized Organ Scans
Early detection screening available as part of the preventive health benefits package.

GLP 1 and Dietitian Support
Coverage for GLP 1 weight management medications to address health concerns paired with dietitian guidance.

STAKEHOLDER ENGAGEMENT

Cactus maintains open and consistent dialogue with the groups that shape and are shaped by our business. Engaging investors, customers, Associates, and communities enables us to align our operations with the long-term interests of the environment, society, and the broader economy.

Our Stakeholders



Customers:
Customers who rely on our products and execution



Investors
Shareholders and analysts focused on long term value creation



Associates
Associates across field operations and corporate functions



Communities
Local populations in the regions where we operate and invest



Suppliers
Vendors and service providers integral to our supply chain



Government
Federal, state, and local officials and legislative bodies



Regulatory Agencies
Industry regulators overseeing safety, environment, and compliance



Trade Associations
Industry groups advancing standards and collective advocacy

How We Engage

We use a range of channels to ensure transparent, timely, and substantive communication with each stakeholder group. These touchpoints create accountability and inform our decision making.

Town Halls and Internal Communications

Regular company wide forums and weekly CEO messages that keep Associates informed and connected to leadership.

Investor Presentations and Roadshows

Quarterly earnings calls, investor day events, and meetings that provide transparency into performance and strategy.

Press Releases and Public Disclosures

Timely public communications on material developments, financial results, and strategic milestones.

Industry Conferences and Forums

Active participation in sector events that foster knowledge exchange and strengthen sector relationships.

Trade Associations

Membership and committee participation in organizations that shape industry standards and best practices.

Social Investment

Charitable partnerships, volunteer programs, and local engagement that reflect our commitment to the regions we serve.

STAKEHOLDER ENGAGEMENT

Industry Memberships
Cactus participates in industry and trade organizations to advance technical standards, share operational expertise, and stay aligned with evolving regulatory requirements. Membership dues are the extent of our financial commitment to these organizations.

EQUIPMENT	**API SC6** Wellhead and Christmas tree equipment, pipelines, valves and connectors. Voting member of Subcommittee 6.
STANDARDS	**Plastics Pipe Institute** Research and technical resources for plastic piping systems.
PIPE	**API SC15** Spec 15S for spoolable reinforced plastic line pipe. API SC17 Spec 17J and RP 17B for unbonded flexible pipe systems.
QUALITY	**API SC18** Spec Q1, Q2 and Std 18LCM quality and lifecycle management. Voting member of Subcommittee 18.

Our Position on Political Activity
Cactus maintains a clear divide between corporate resources and political activity. We do not use company funds to influence elections, support candidates, or fund political parties. While we respect each Associate's right to participate in the political process, all such activity must take place on personal time and at personal expense, without representing the company.



No corporate contributions to political parties, candidates, or election efforts

No political action committee or company funded political campaigns

No additional contributions to trade associations beyond required membership dues

SOCIAL INVESTMENT

At Cactus, charitable giving is a commitment woven into how we operate. Through strategic partnerships, hands-on volunteerism, and direct financial contributions that follow our charitable giving strategy. We channel resources toward the causes where we can make the greatest difference. In 2025, we deepened existing relationships and welcomed a new partner to our portfolio.

Our Charitable Giving Pillars

Education

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

Health

Championing organizations that tackle critical health challenges to expanding access to essential care.

Community Enrichment

Enhancing the social and economic health of the communities where we operate, prioritizing safety and equity.

Oversight and Accountability

A dedicated community committee, including Associates from field operations and corporate teams evaluates prospective initiatives for alignment with company values and genuine community need. Their recommendations are sent to our Executive team for final review, ensuring each partnership reflects both strategic intent and authentic local impact.

Matching Gift Program

When Associates contribute to our company-sponsored partner, Cactus matches those donations dollar-for-dollar. This program transforms individual generosity into collective action, amplifying the reach of every gift our team members choose to make. Our current partner program is Sky High for Kids shown below, and every dollar donated by Associates is matched by Cactus (up to $25,000).

Sky High for Kids
Funding pediatric cancer research and delivering comfort to children facing life-threatening conditions.

Literacy Now
Helping young readers reach grade-level proficiency and cultivating a lifelong love of books.

Camo Cares
Providing outdoor adventure opportunities for children with life-threatening illnesses as well as wounded military veterans.



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 20
	Discussion of strategy or plans to address air emissions-related risks, opportunities, and impacts	Discussion & Analysis	N/A	EM-SV-110a.2	Page 20
	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 22
	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 22
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 26
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 12, 17
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 13-14
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 13-14

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	Page 46

APPENDIX II: ESG PERFORMANCE: ENVIRONMENTAL

CATEGORY	ACCOUNTING METRIC	UNITS	2023	2024	2025
Emissions Management	Scope 1 Emissions: Gross Total	Metric Tons CO_2e	–	25,234	24,844
	Scope 2 Emissions: Gross Total (Location based)	Metric Tons CO_2e	–	5,618	15,109
	Scope 1 & 2 Emissions	Metric Tons CO_2e	–	30,852	39,953
	GHG Emissions Intensity	Metric Tons CO_2e/ $k Revenue	–	27.3	37.1
Energy Consumption	Total Fuel Consumed	Gigajoules	–	376,160	371,976
	Fuel Consumption (On-road): Diesel	Gigajoules	–	209,798	206,638
	Fuel Consumption (On-road): Gasoline	Gigajoules	–	26,828	30,097
	Fuel Consumption (Off-road)	Gigajoules	–	139,535	135,242
	Total Electricity Used	Thousand Kilowatt Hours	–	14,308	29,681

APPENDIX II: ESG PERFORMANCE: SOCIAL

CATEGORY	ACCOUNTING METRIC	UNITS	2023	2024	2025
Health and Safety	# Fatalities: Employee	Number	0	0	0
	# Fatalities: Contractor	Number	0	0	0
	# Fatalities: Combined	Number	0	0	0
	Total Recordable Incident Rate (TRIR): Employee	Number	1.20	0.90	1.31
	Total Recordable Incident Rate (TRIR): Contractor	Number	N/A	N/A	N/A
	Total Recordable Incident Rate (TRIR): Combined	Number	1.20	0.90	1.31
	Lost Time Injury Rate (LTIR): Employee	Number	0.41	0.22	0.53
	Lost Time Injury Rate (LTIR): Contractor	Number	N/A	N/A	N/A
	Lost Time Injury Rate (LTIR): Combined	Number	0.41	0.22	0.53
	Fatality Rate: Contractor	Number	N/A	N/A	N/A
	Fatality Rate: Employee	Number	0	0	0
	Total Vehicle Incident Rate (TVIR): Employee	Number	1.12	1.00	1.11

APPENDIX II: ESG PERFORMANCE: SOCIAL

CATEGORY	ACCOUNTING METRIC	UNITS	2023	2024	2025
Human Capital Management	Total number of hours worked by all employees	Hours	4,034,638	4,295,410	4,896,888
	Number of Employees	Number	1,594	1,605	1,520
	Percent Women Total Workforce	Percentage (%)	14%	13%	14%
	Percent Women Management	Percentage (%)	11%	15%	17%
	Percent Women New Hires	Percentage (%)	16%	10%	9%
	Percent Minority Total Workforce (U.S. Workforce Only)	Percentage (%)	43%	44%	51%
	Percent Minority Management (U.S. Workforce Only)	Percentage (%)	22%	24%	36%
	Percent Minority New Hires (U.S. Workforce Only)	Percentage (%)	33%	24%	53%
	Percent Employees Age Under 30	Percentage (%)	14%	15%	16%
	Percent Employees Age 30-50	Percentage (%)	62%	62%	62%
	Percent Employees Age Over 50	Percentage (%)	24%	23%	22%
	Turnover of Employees (U.S. Workforce Only)	Percentage (%)	25%	32%	47%
	Voluntary Turnover of Employees (U.S. Workforce Only)	Percentage (%)	14%	17%	21%
	Involuntary Turnover of Employees (U.S. Workforce Only)	Percentage (%)	10%	16%	26%

APPENDIX II: ESG PERFORMANCE: GOVERNANCE

CATEGORY	ACCOUNTING METRIC	UNITS	2023	2024	2025
Board Oversight	Number of Board Members	Number	9	9	9
	Average Board Tenure	Years	8	9	10
	Average age of Board Members	Years	66	67	68
	Percent Independent Directors	Percentage (%)	77.8%	77.8%	77.8%
	Percent Women Independent Directors	Percentage (%)	11.1%	11.1%	11.1%
	Percent Minority Independent Directors	Percentage (%)	11.1%	11.1%	11.1%
Business Ethics	Number of Whistleblower Reports	Number	29	23	14
	Employees who received 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	–	$2.5 million	$2.8 million
Cybersecurity	Percent of employees taking Cybersecurity training	Percentage (%)	88%	90%	93%

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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