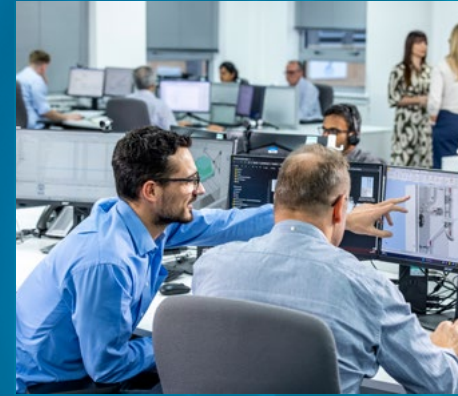


DELIVERING RELIABLE, SUSTAINABLE FUTURES

Our 2025 ESG Journey



OUR PURPOSE
Driving Sustainable Growth for Future Generations





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Highlights from the year




ZERO WASTE
TO LANDFILL ACHIEVED IN 2025




120
STUDENTS ATTENDED OUR BIGGEST STEM EVENT




20
COMPLIANCE AND GOVERNANCE AUDITS CONDUCTED




444.63 tCO₂
OFFSET THROUGH THE TREES4TRAVEL PROGRAM IN 2025




£7,274
RAISED FOR THE STROKE ASSOCIATION




ONE TEAM
CODE OF CONDUCT ROLL OUT ACROSS THE BUSINESS

A message from our CEO

At Hydrasun, we believe every action we take creates ripples that extend far beyond our immediate reach. This year's ESG Report is built around that idea: our ripple effect. It reinforces that sustainability isn't a single act, it's a series of interconnected decisions that shape our people, our communities, and our planet.

The challenge of transitioning from a high-carbon to a low-carbon world is complex and evident across industries and geographies. What is clearer than ever is the urgent need to cut carbon emissions to mitigate the worst impacts of climate change, while delivering greater energy security and affordable solutions for households worldwide.

At Hydrasun, we are committed to helping our customers in conventional energy reduce emissions, because addressing fugitive emissions now can significantly lower cumulative emissions over time. At the same time, we are leading the way in hydrogen and clean energy solutions, helping to build the foundations of a new low-carbon economy. These efforts not only support a more sustainable future for the communities where we operate but also create opportunities for our suppliers and career growth for our people.

Our ESG Report celebrates our achievements in 2025 and sets clear targets across Environmental, Social, and Governance pillars, underpinning the delivery of our company strategy. Every positive action we take creates ripples that drive better business, environmental and social outcomes.

Our pledge to achieve Net Zero by 2050 is demonstrated through sustained reductions in our carbon footprint, influencing how we manage our business and make future investment decisions. This commitment is reinforced by our Code of Conduct, which sets the principles we follow at every level of the organisation, ensuring we act responsibly and with care for our people and communities.

In this, our second ESG Report, we build on the ripples created in 2024 and show how they have spread across all three ESG dimensions. We've focused on practical actions that deliver impact today, while supporting our long-term goals. Thank you to our employees, partners, and stakeholders for being part of this journey. Together, we can turn small ripples into waves that create lasting positive change.



Neil Thompson
Chief Executive Officer





✦ About us

MULTIPLE SECTORS, MULTIPLE REGIONS

We're a partner of choice for customers who turn to us for specialist solutions they know they can rely on. Who know we think differently and are leaders in our field of expertise. Who have ambition to shape a cleaner energy future.

As part of D2Zero, Hydrasun combines experience, expertise, and insight to shape a new energy future. We are a trusted international provider of integrated fluid transfer, power, and control solutions, serving diverse sectors worldwide.

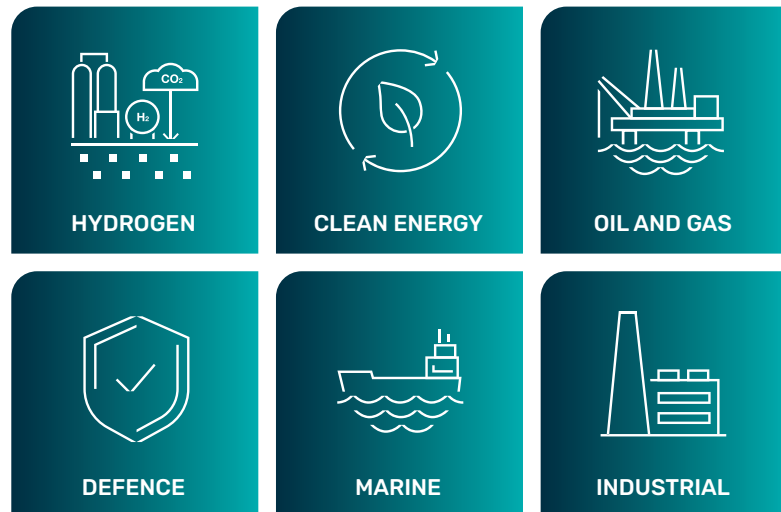
Through engineering excellence and advanced technology, we deliver high-quality products and services that solve complex challenges, improve system performance, and reduce emissions.

Our proven capabilities strengthen solutions for conventional energy and industrial markets. But we go further—adding a forward-thinking dimension. We are actively supporting the energy transition by developing and delivering specialist solutions for the hydrogen sector.

The journey to Net Zero will be led by businesses with vision, determination, and a commitment to tomorrow's energy solutions. At Hydrasun, our people are empowered to make that change happen—for our customers, our industry, and a cleaner energy future. Beyond business, we invest in our communities and champion STEM education, inspiring the next generation of innovators to build capability for our future energy system.

WHAT WE DO

- Fluid Transfer
- Integrity, Assurance & Reliability
- Engineering & Technology Development
- Integrated Instrumentation Solutions
- Umbilical & Subsea Connectors
- System Installation & Integration
- Precision Manufacturing
- Technical Training
- Hydrogen Solutions



WHERE WE OPERATE



Our HQ is based in **Aberdeen, Scotland** with operations throughout the UK and a presence in strategic locations across **Europe, Asia, the Middle East, Africa, the USA** and **South America**.

Our solutions have powered industrial operations around the world for decades, and now they are integral to our sustainable future.

With our customers and with our international network partners, we continue to support energy security globally whilst looking to new energy horizons.



EXECUTIVE SUMMARY



Our ESG journey began with a pledge to become a carbon-zero company by 2050. Since then, we've remained committed to transparency—sharing our progress, challenges, and lessons learned through our annual ESG report. Every positive action we take creates ripples that deliver better business, environmental, and social outcomes.

We know that our actions alone won't solve the climate crisis. But as a global service provider, we have a responsibility to support the thousands of customers and partners who place their trust in Hydrasun. That's why sustainable development is embedded in our strategy and integrated into our business practices—helping our customers achieve their own sustainability goals.

These efforts not only contribute to a cleaner, more sustainable future for the communities where we operate, but also create opportunities for our suppliers and foster career growth for our people.

Neil Thompson, Chief Executive Officer



ABOUT THIS REPORT

Data provided in this report covers our owned and operated facilities. We have worked to ensure that the data embedded throughout the report is as accurate as possible and the data have not been externally verified.

For specific information about this report or our program overall, please contact us at info@hydrasun.com

All information included in this report is for the 12-month period ending December 31, 2025, unless otherwise stated.



Our ESG Priorities

As a company, we want to play our part in addressing the challenges facing our people and planet without adding to them. That's why we have a formal strategy in place to allow us to respond to, and embed, our ESG principles into the way we do business.

As an environmentally responsible business, Hydrasun recognise that our impact on the environment goes well beyond simply managing our own carbon footprint, but also ensures that all stakeholders and our supply chain are engaged and contributing to Hydrasun's Carbon Reduction strategy.

We are relentlessly focussed on growing our sustainable business streams, supporting the decarbonisation of industry and transport with enabling hydrogen solutions and technology.

Our approach to the social element of ESG includes putting in place ED&I ambitions, promoting the health and wellbeing of our employees and community focused sponsorship programmes.

Governance within Hydrasun revolves around establishing effective policies and procedures to ensure ethical conduct, accountability, and transparency. We have implemented comprehensive measures to prevent bribery and corruption, including a well-defined code of conduct that clearly prohibits such activities.



ENVIRONMENTAL

GHG Emissions Reduction
Energy Use & Efficiency
Water & Waste Management
Materials Management



SOCIAL

Equal Opportunities
Diversity & Inclusion
Health, Safety & Wellbeing
Community Contribution



GOVERNANCE

Transparency & Accountability
Business Ethics
Legal & Regulatory
Risk Management





Environment



ENVIRONMENTAL STRATEGY

VISION: To lead in environmental stewardship by minimising our ecological footprint and promoting sustainable practices across our operations.

MISSION: To integrate environmental sustainability into our core business practices, ensuring a positive impact on the planet and future generations.



KEY OBJECTIVES:

Carbon Footprint Reduction Achieve net-zero carbon emissions by 2050	Sustainable Supply Chain Engage with suppliers to meet Hydrasun's Environmental Standards	Waste Management Achieve zero waste to landfill by 2025 (ACHIEVED)	Employee Engagement and Education Foster a culture of environmental responsibility and climate literacy among employees
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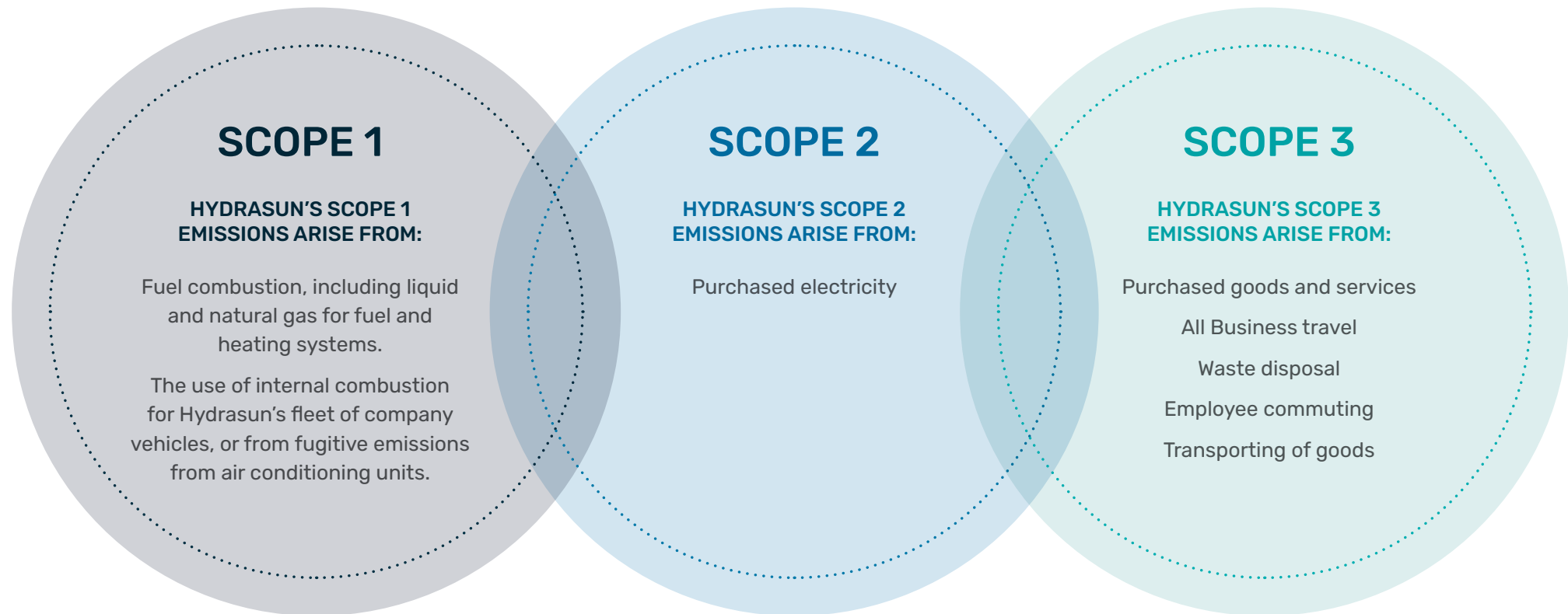
MONITORING AND REPORTING:

Performance Metrics Establish key performance indicators (KPIs) to track progress towards environmental goals	Reporting Publish an annual ESG report detailing achievements, challenges, and future plans	Continuous Improvement Regularly update the environmental strategy to reflect new technologies, regulations, and best practices
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Our Drive to Net Zero

Our journey to **Net Zero** focuses on creating value at each stage. We have established metrics to measure the three categories or 'scopes' as defined within the Green House Gas (GHG) Protocol.



Note. Air, Rail and Hotels have been added to the Scope 3 emissions from 2025.



Our Carbon Reduction Journey

Gain high-level understanding, identify core focus areas, and introduce the subject to the organisation.

2020

2021

Developed internal processes for data collection, emissions calculation.

Improved emission reporting methods and achieved milestones including calculating corporate carbon footprint, report SECR.

2022

2023

Established executive level steering group to elevate ESG and sustainability management.

Achieved a 65% reduction in Carbon tCO2e compared to 2020.

2024

OUR CARBON ROAD MAP: JOURNEY TO NET ZERO

2025 ↓

56% reduction in Carbon tCO2e compared to 2020 for Scope 1 and 2.

Achievements include:

- Conducted energy audits and reviews
- Switched to 100% renewable tariffs
- Zero waste to landfill
- Switched to LED lighting and installed Motion Sensor
- Scope 2 decreased 99% compared to 2020 as a result of green electricity contracts

Set to transition to green gas contracts in 2026.

2030 ↓

75% reduction on Scope 1 & 2 emissions, 20% reduction on Scope 3 emissions from 2020 actual emission levels.

Activities include:

- Set goals and have them approved by science-based targets
- Improvement in IT Equipment
- Use of Hydrogen as a renewable energy
- Identify greener transport options for MSVs and delivery vans
- Heating and Cooling Systems upgraded
- Reduce single-use plastic
- Transition fleet to zero emissions

2040 ↓

100% reduction in Scope 1 & 2 emissions, 60% reduction in Scope 3 emissions from 2020 actual emission levels.

Activities include:

- Identify greener transport options for employees where possible
- Support community green projects
- Sustainability partnerships where possible
- Entire business becomes Zero landfill waste company
- Target sourcing of 100% renewable/low carbon power

Net Zero by 2050



Carbon Offsetting Initiatives



CARBON OFFSETTING

OUR BUSINESS
TRAVEL PRODUCED

444.63

tCO₂

=

PLANTING

3,350

TREES TO
OFFSET

As part of our commitment to responsible growth and a lower-carbon future, we have partnered with Trees4Travel, an organisation that supports global reforestation projects while contributing to the development of renewable energy.

Through this initiative, we translate a portion of our business travel emissions into meaningful climate action by funding the planting of trees in carefully selected, community-focused projects around the world.

Our collaboration with Trees4Travel reinforces our wider environmental strategy of prioritising emissions reduction first, and addressing unavoidable impacts through positive environmental solutions.

Each tree planted represents a long-term investment in biodiversity, ecosystem restoration, and community resilience, supporting both people and the planet.

Hydrasun contributed 444.63tCO₂ in 2025 through business travel, which is being offset through planting 3,350 trees as part of the Trees4Travel program. A reduction strategy has been put in place, however addressing unavoidable impacts is also a priority.





Electric Fleet Vehicles

In 2024, Hydrasun installed high-capacity charging points throughout our business and across our branches to showcase our commitment to modern, sustainable transportation solutions. In 2025, Hydrasun moved over to green energy contracts, meaning the electric vehicle chargers are being powered by **100% green energy**.

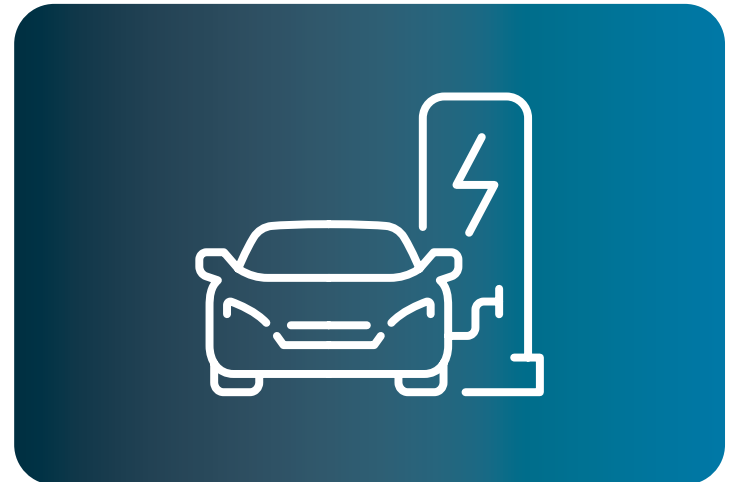
Additionally in 2025, our employee benefits scheme, further supports Hydrasun's workforce transitioning to electric vehicles. The employee EV salary sacrifice option saw excellent uptake over the past 12 months.



49.51 **tCO₂ offset**
through the
EV Scheme

2.8% **increase in staff**
with EVs through
the scheme

10 **chargers installed**
across the business





Waste Reduction

We recognise the urgent need to reduce waste and carbon emissions associated with the life cycle of materials by prioritising reduction and reuse as much as possible. We have implemented several company practices to reduce waste that goes beyond regulatory requirements, including increasing awareness among employees.

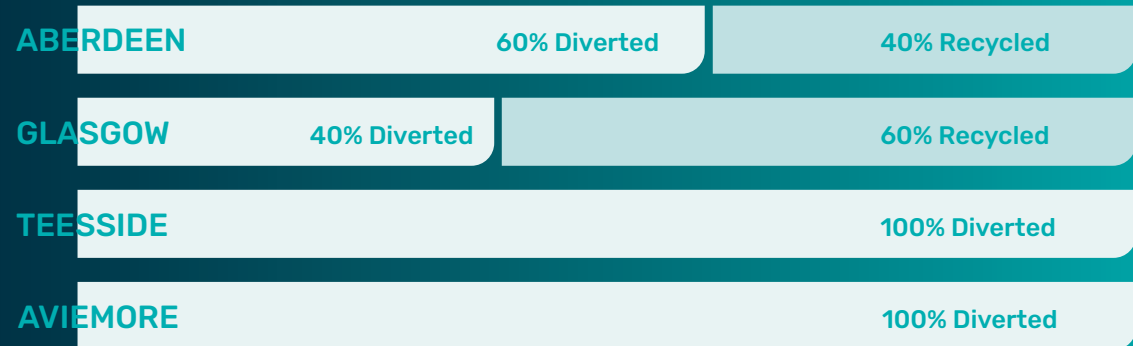
Hydrasun currently has a number of key performance indicators in place to monitor and measure our environmental performance. These KPIs are detailed within the Hydrasun HSEQ Management plan.

The existing KPIs related to our environmental performance are:

- ➔ Zero Environmental Incidents
- ➔ Zero waste to landfill
- ➔ Reduction in Energy Consumption

All Hydrasun sites are required to include their environmental aspects and impacts as part of the overall environmental assessment and in compliance with Hydrasun's ISO14001:2015 accreditation.

ZERO WASTE TO LANDFILL



ACROSS ALL UK BRANCHES

All our Branches have successfully achieved zero waste to landfill. They divert all waste from landfills through recycling, reusing, composting, or converting waste to energy.



Emissions Data

	2020	2021	2022	2023	2024	2025	% change
Scope 1 (tonnes CO2e)	327	310	268	253	237	310	-5%
Scope 2 (tonnes CO2e)	395	350	305	96	12	1	-99%
Scope 3 (tonnes CO2e)						445	
Combined (tonnes CO2e)	722	660	573	349	249	756	4.06%

Contributing Emissions



Gas and Electricity Consumption



Fleet Vehicle Emissions



Business Travel

Emission Reduction Strategy

Partnership and investment remains critical for Scope 3 emissions reduction.

Collaboration remains critical to success, for Hydrasun and our suppliers. While many of our suppliers are willing and want to reduce their footprints, they may still face considerable barriers like access to capital or market knowledge.

As we work to achieve our own operational needs, we are also working to accelerate the development of solutions that will help our customers and partners.

Scope 1 emissions reduction through Green Energy tariffs.

Our Scope 1 emissions reduction strategy leverages the adoption of certified green energy tariffs to reduce the carbon intensity of our operations.

By transitioning to energy contracts backed by renewable generation, we are actively lowering the direct emissions associated with our fuel consumption and on-site energy use.

Carbon Emissions Offsetting

We now include business travel within our Scope 3 emissions to provide a fuller view of our indirect carbon impact. By tracking these emissions, we can focus on reducing avoidable travel and promoting lower-carbon alternatives.

For the elements that cannot be reduced, we support credible offset schemes such as Trees4travel, helping to balance unavoidable emissions while contributing to wider environmental benefits.



Clean Energy at the Centre of our Energy Transition.

Hydrasun applies experience, knowledge, and insights for a new energy future.

Green hydrogen is becoming a crucial part of the future energy mix, supporting renewable energy growth and helping decarbonise market sectors such as transport and heavy industries.

Hydrasun entered the hydrogen market in 2016 as a specialist system integrator and refuelling solutions provider, building on its expertise in high-pressure gas systems. Over the past decade Hydrasun has delivered over 50 hydrogen projects across the UK, Scandinavia, and Europe.

In 2022, Hydrasun acquired Fuel Cell Systems Limited (FCSL), a leading supplier of hydrogen technologies such as fuel cells, modular electrolysers, compression and storage packages, and cost-effective, scalable refuelling systems.

Hydrasun also supports projects shortlisted in the UK's Electrolytic Allocation Rounds, which aims to deliver a combined 900MW of hydrogen production capacity. The company provides consultancy, design, equipment manufacturing, full HRS solutions, virtual pipeline services, and off-taker receiving facilities for these developments.

Notably, Hydrasun are delivering the hydrogen technology package for a major project in the UK, supporting the development of a scalable green hydrogen production and refuelling station. This significant milestone for our business marks the beginning of the next chapter in the hydrogen story as we move towards the delivery of UK hydrogen allocation round projects.

10 years
in the hydrogen market

Over
50 projects
across the UK, Scandinavia and Europe



TRANSPORT



INDUSTRY



POWER



World class training to
accelerate your career
in hydrogen



Creating Waves of Positive Change Through Responsibility.

Focusing on economic value alone won't deliver sustainable outcomes.

As a business, we embrace a broader responsibility: managing the interests of diverse stakeholders and fostering a culture rooted in ethics and accountability.

Every interaction with employees, customers, suppliers, and the communities we serve, creates a ripple that strengthens trust, drives growth, and amplifies care for those who contribute to our success.







Social considerations are embedded within our business strategy, influencing decisions across the business and ensuring alignment with our vision and goals.

Our core principles of engagement, accountability, communication and care sit across all aspects of how we work with our employees, customers, suppliers and communities. They provide the cornerstones of our culture and guide us in our work. We believe the right behaviours will drive waves of positive impact, shaping a successful and sustainable future.

Our efforts are focussed on how we contribute and make an impact for a better tomorrow.

* OUR CORE VALUES



<p>Customer Focus</p> <p>Outstanding service Build strong relationships Value for money</p> 	<p>HSE</p> <p>Lead by example Think and act safely... always Look out for each other Eliminate waste</p> 	<p>Quality</p> <p>Right first time, every time Continuous improvement... Raising the bar Strive for excellence</p> 	<p>Integrity</p> <p>Honest, open and direct Build trust and respect Do the right thing</p> 	<p>Commitment</p> <p>Can do, want to, will do mindset Drive our own success Do what we say we will do</p> 	<p>Innovation</p> <p>Push boundaries Embrace and drive change Be creative and inventive</p> 
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ACCOUNTABILITY COMMUNICATION ENGAGEMENT CARE

OUR PEOPLE ONE TEAM

Promoting and delivering Equality, Diversity and Inclusion in the workplace is essential to our business.

We want to create work environments and cultures where every person can feel safe, feel a sense of belonging, feel valued and be given the scope and encouragement to achieve their full potential. We want fair treatment and opportunity for all.

As we continue to build and develop our workforce, we recognise the significant benefits to be derived from having a diverse workforce. We recruit from a wide range of talent pools to ensure we continue to build on the diversity of our workforce.

Everyone is different and difference brings new perspectives, different ideas and a different mindset that helps promote an empowered culture change that can deliver increased motivation, creativity, innovation and performance.

We have seen an increase in our numbers of employees from some of the under represented groups within STEM during 2024. Our gender balance has improved during 2024 with a 10% growth in the number of female employees.



Skilled Migrant Program

Our ethnicity balance continues to strengthen each year, supported by initiatives that create lasting positive impact across our organisation and community.

Our Skilled Migrant Programme is a key example, sponsoring talented individuals who choose to build their careers in the UK enhances our capability while contributing to a more inclusive and resilient workforce.

This year, two colleagues who joined through the programme achieved Leave to Remain status, highlighting the power of targeted support, meaningful development opportunities, and a welcoming culture that creates real, long-term change.



Advocating for Equality

Several members of our hydrogen team are actively involved with Women in Hydrogen Scotland (WiH2S), with some serving on the committee. WiH2S provides a platform for women in the Scottish hydrogen sector to connect, exchange knowledge, and support the industry's growth. They focus on building a community within the sector, organising an annual event focused on industry challenges, where our team members contribute through presentations, hosting, and participating in panel discussions.



Our People

Employee Benefits

TAKING CARE OF OUR EMPLOYEES

The principal objectives of our 'People Agenda' are:

To select and recruit into the organisation based upon attitude, skill, competency and aptitude

To ensure our management practices promote and encourage motivation and retention of our employees

To ensure no employee is subjected to discrimination of any kind

To have an employment relationship built on mutual trust, fairness and equality of opportunity for all

To encourage employees to develop to their full potential

To ensure communications between management and employees are direct, open and honest



In 2025, we enhanced our employee benefits package providing additional preventative/ proactive benefits:

- Cancer Awareness & Nurse Support
- Wellbeing Services
- Child Mental Health Services

BENEFITS

All Hydrex employees offer a wide range of employee benefits.

FAMILY FINANCY		FINANCIAL	
CHILD DAY BENEFITS	CHILDREN'S EDUCATION	PENSION	LIFE ASSURANCE
EMPLOYEE FINANCIAL ASSISTANCE	EMPLOYEE FINANCIAL ASSISTANCE	PERSONAL LIFE ASSURANCE	EMPLOYEE PERSONAL LIFE ASSURANCE
RETIREMENT SAVINGS	RETIREMENT SAVINGS	DISABILITY BENEFITS	DISABILITY BENEFITS

HEALTH AND WELLBEING/ENVIRONMENTAL

HEALTH AND WELLBEING/ENVIRONMENTAL	
INCREASED LEAVE ALLOWANCE	WELLBEING SERVICES
EMPLOYEE AND FAMILY WELLNESS PROGRAMS	WELLBEING SERVICES
MENTAL AND PHYSICAL HEALTH SERVICES	WELLBEING SERVICES
CHILD MENTAL HEALTH SERVICES	WELLBEING SERVICES
BIOPROTECTIVE SERVICES	WELLBEING SERVICES
DISABILITY BENEFITS	WELLBEING SERVICES

CAREER DEVELOPMENT & SUPPORT

CAREER DEVELOPMENT & SUPPORT	
LONG TERM CONTRACT SUPPORT	LONG TERM CONTRACT SUPPORT
ADAPT & BLEND CARE	ADAPT & BLEND CARE
TRUCK TO WORK SCHEME	TRUCK TO WORK SCHEME
PROTECTIVE MEDICAL INSURANCE	PROTECTIVE MEDICAL INSURANCE
ELECTRIC VEHICLE CHARGING	ELECTRIC VEHICLE CHARGING



Our People

Developing our Talent

APPRENTICESHIPS

We recognise the importance of investing in our current workforce as well as nurturing new talent.

Hydrasun is proud to have a highly experienced workforce, with many colleagues achieving decades of service - including individuals with over 40 years in the organisation. This long term commitment reflects a strong culture that nurtures, develops, and retains talent, with many employees progressing from entry level roles into specialist and leadership positions.

We also prioritise attracting and nurturing new talent through our Modern Apprenticeship and Graduate Apprenticeship programmes, which provide structured development pathways for individuals at different stages of their careers. By combining practical, hands on experience with high quality academic learning, these programmes equip participants with the skills, confidence, and industry knowledge needed to thrive.

This investment in existing and emerging talent not only supports personal and professional growth but also builds a strong pipeline of skilled individuals who will contribute to the long term success, resilience, and future capability of our organisation in a rapidly evolving energy landscape.

8
HYDRASUN
APPRENTICES
IN 2025

27%
OF STAFF HAVE OVER
10 YEARS OF SERVICE

13%
OF STAFF HAVE 20-40
YEARS OF SERVICE

LONG SERVICE

Many of our team members have transitioned with Hydrasun through challenges and triumphs, contributing year after year. Their loyalty has created ripples of positive impacts across our business, inspiring others and driving long term success.

Those with over 40 years service are:

Craig Robertson

John Gray

Stephen Forbes

Malcolm Hobson

Dawn Douglas

John Grant

Paul Hunter

Marc Ogilvie

Drew Williamson

Gordon Lamont





Future in Focus: Katie's Journey

Many Roads Lead to Success. Hydrasun provides various pathways for career development and success within the organisation.



Katie Wallace

Apprentice CNC Operator,
Aviemore

Katie Wallace has been named the Scottish Engineering Apprentice of the Year 2025.

This prestigious award highlights her technical excellence, inspiring personal journey and remarkable commitment to her profession.

When Katie first joined Hydrasun, almost 2 years ago, she brought with her not just technical potential, but an extraordinary determination to learn, grow and contribute.

From day one, she has worked hard to learn and excel in whatever workshop task that was given to her. Her contributions have already played a key role in improving efficiency, delivering innovation and excellence beyond her years of experience.

Her journey hasn't always been easy, but through every challenge, Katie has shown resilience, passion, and professionalism that sets her apart. Her achievements over the past 18 months have been truly inspiring, reminding us all of the power of hard work, self-belief, and opportunity.

At Hydrasun, we are incredibly proud to have supported Katie on this part of her journey and even prouder to be part of her future. She is not just an outstanding Apprentice, she is a role model for what the next generation of engineering excellence looks like.





Celebrating 40 Years of Loyalty

Gordon's Story



Gordon Lamont
Sales Manager, Glasgow

Gordon Lamont is the most recent employee to hit a 40-year milestone with Hydrasun, beginning his career in 1985.

Over the years, Gordon's been part of some major projects, from supplying hose assemblies for the Channel Tunnel drilling machines in the 80s, to building a partnership with Aggreko which remains a significant revenue stream today. The branch has grown from generating £350k in revenue back in 1985 to achieving £22.3m in 2025, an impressive 6271% increase during Gordon's tenure. His hands-on approach and wealth of knowledge have been key in building Hydrasun's reputation for reliability and service excellence.

Gordon attributes his longevity to the people of Hydrasun, the camaraderie, teamwork, and vibrant personalities that make every day unique. He advocates passion as the cornerstone of career success at Hydrasun and encourages new colleagues to embrace every task as an opportunity to learn and develop.

Having seen both the industry and Hydrasun navigate major changes, from branch relocations, market downturns and the rise of e-commerce, Gordon remains confident about the company's future. He's witnessed Hydrasun adapt and thrive throughout his 40 years and advocates for continued innovation in supply chain and digital transformation as key drivers of future growth.

Looking forward, although Gordon plans to cut back his working days, he's keen to continue contributing to the business he has helped shape. His story exemplifies the enduring value of experience in driving success, made all the more rewarding when shared with colleagues who are also friends.



As Hydrasun approaches its 50th birthday, we're proud to honour the people who've been with us through the journey, our long-service employees who make Hydrasun what it is today.





The Power of Giving

A year of meaningful contributions and community support from Hydrasun employees.

This year, our employees have gone above and beyond—donating their time, energy, and resources to make a real difference. We proudly spotlight some of the incredible contributions our team has made throughout the year.



Men in Mind Network

Bob Dunbar

The group launched on June 4th and has grown into the most attended in the **Men in Mind** network. Facilitated by Bob Dunbar and Doug Parker, it regularly hosts peer-to-peer support meetings with over 30 participants. Alongside these sessions, they organize social events, volunteering, fundraising, and physical activities to foster camaraderie and improve mental well-being. Combining social events with support meetings has strengthened trust and created a solid foundation for open, honest sharing over the past seven months.

MND Scotland

Lauren Imlach

Lauren Imlach organised the Nomy Reid Memorial Gala in memory of her father-in-law who they sadly lost to MND on Boxing Day 2023. This was the second year of the event where eight teams competed for the Nomy Reid Memorial Cup. The event brought together local teams, families, and members of the community for a day of sport, remembrance and fundraising. The event raised an incredible £8,824.54, split equally between **MND Scotland** and the upkeep of the Nomy Reid Memorial Ground.



Army Benevolent Fund

Iain Lee

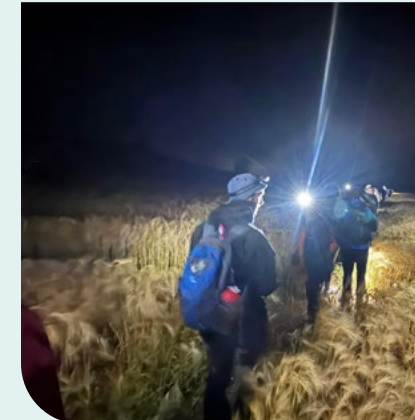
After months of preparation, Iain set out on the CATERAN YOMP with excitement and determination, despite challenging weather and tough terrain. By the time he reached the bronze checkpoint after 22 miles, medical reasons forced him to stop, though he was proud to complete that distance and raise £450 for the **Army Benevolent Fund**.



Mental Health Support and Suicide Prevention

Hannah Beveridge

In 2025, Hannah Beveridge and her family raised £5,670 for the **Walk Into the Light initiative**, run by The Teesside Charity and created in memory of her brother Callum, who was lost at just 15 years old. Since its launch in 2021, the event has generated over £100,000 for mental health charities across the North East of England, supporting suicide prevention and mental health services. The annual 10 mile walk begins late at night and concludes at sunrise, symbolising that light follows even the darkest moments and the importance of holding on through moments of crisis. By raising awareness of suicide and mental health challenges, the initiative strengthens community wellbeing and ensures support reaches those who need it most.



Our people are core to everything we do. Therefore, we are devoted to proactively supporting the wellbeing of all our staff.

We are dedicated to ensuring the wellbeing of our staff – both physically and mentally. Throughout 2025, we have continued to provide and improve upon the services we offer to support the wellbeing of our staff and their families. A wide range of support is available through our Employee Assistance Program from a medical helpline and digital gym to nutrition guides and self-guided meditation videos ensuring comprehensive support for overall wellbeing.

Welcome to Spark | 4

Employee Assistance Programme

On demand wellbeing support when you need it the most. Life has its ups and downs and having someone to turn to when you need support can make all the difference to your wellbeing.

The Employee Assistance Programme (EAP), provided by Spectrum.life, is here to do just that. The EAP gives you and your immediate family* on demand wellbeing support and an expert telephone counselling service. Available 24 hours a day, 365 days a year, you can speak directly to a qualified counsellor, any time, day or night.

There's almost no end to the issues you can get support with, which includes but isn't limited to:

- Stress
- Anxiety
- Low mood
- Financial worries
- Substance abuse issues
- Worries about physical health
- Confidence issues

You can receive advice when you need it, through on-demand access to fully accredited and qualified counsellors and psychotherapists. Support can be delivered in the format you feel most comfortable with – telephone or video.

The EAP is not just for critical moments, it can help you with everyday concerns with practical information on legal, financial and medical issues.

*Immediate family includes spouse, partner, registered civil partner and children aged 16 to 24 in full-time education who are living in the same household.

Medical helpline

Whether you're looking for a sympathetic ear or practical guidance, you can speak to a qualified nurse about a range of medical or health-related issues.

Legal and financial support

Legal and financial issues can be worrying, so it makes sense to get free initial information from a trained professional. Please note this facility is only available to you - it is not available to your immediate family. The helpline is open from 9am to 5pm. Calls to the helpline are restricted to one call per issue within a 12 month period.

How to access the EAP:

Confidential helpline: 0800 316 9337
Or request an appointment via WhatsApp and SMS: text HI to +07418 360 046
(Calls may be recorded and monitored)
App: Spectrum.life
Online: landg.spectrum.life



Charity Mileage Challenge

Employees across Hydrasun's UK locations participated in a Charity Mileage Challenge in support of Cancer Research UK (CRUK). This initiative underscored our collective commitment to addressing a cause that impacts communities globally.

Through the dedication and generosity of our colleagues, their families, and friends, we successfully raised £7,274.77 for CRUK. Participants cycled a combined total of 1,636 miles, exceeding the original target by 220 miles.



136

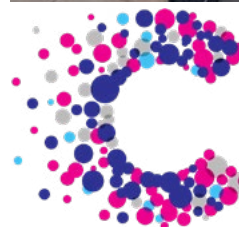
EMPLOYEES PARTICIPATED

£7,274

RAISED FOR THE STROKE ASSOCIATION

1,636

MILES CYCLED BY THE TEAM



CANCER RESEARCH UK

2025 HSE PERFORMANCE

In 2025, Hydrasun achieved a Total Recordable Incident Frequency (TRIF) of **0.34 per 200,000 hours, based on a rolling 12-month total of 1,186,597 hours**



Hydrasun remains firmly committed to achieving zero incidents. Protecting the health and safety of our people is central to everything we do, especially given the high-hazard sectors in which we operate. Our teams are fully empowered to stop work at any time through Hydrasun's Stop Work Authority process, using the IOGP Life-Saving Rules and our integrated HSEQ management system as clear reference points to guide risk-based discussions and decision-making.

In 2025, we continued to reinforce the importance of personal responsibility for safety. Every individual has a crucial role to play, both in protecting themselves and in safeguard those around them. This was the primary objective of the HSE pledge launched in 2024 and still remains, ensuring that safety ownership is not just encouraged but expected in every task, activity and decision.



← First aid courses have successfully been delivered to the following branches and their staff in 2025:

- Aviemore
- Glasgow
- Aberdeen
- Teesside



17 Emergency Drills took place



438 Safety Tours were completed



297 HSE Interventions took place



204 Toolbox Talks carried out



2 Total of recordable incidents in 2024





Health and Safety

Enhancing a proactive safety culture

In 2025, we shifted our focus from the practicalities of safety to the proactive culture within the business with the implementation of MIND Safety sessions.

One of our main campaigns was to emphasise the importance of belief-based, positive and proactive safety culture within the business to reduce the chances of incidents occurring.

Both sessions brought together 30 supervisors and managers from our UK and Netherlands branches to focus on:

- ➔ Enhancing HSE performance through Mind Safety
- ➔ Human performance
- ➔ Safety culture and safety behaviours
- ➔ Supervisor leadership and skills

This approach to behavioural culture change is an original, proven model exclusive to MindSafety and developed over 20 years of working within multi industry sectors.



Hydrasun is dedicated to sharing knowledge and expertise with schools, colleges, and universities, fostering collaboration that inspires learning, supports the development of future talent and showcases career pathways into the Energy Industry.

Middlesbrough College Scholarship Programme

Hydrasun are part of the Middlesbrough College Group 2025–26 Engineering Scholarship Programme, a pioneering initiative designed to help nurture the engineers of tomorrow. Hydrasun Teesside will bring in scholars from the college and provide them with 10 months of business exposure including, logistics, sales, project workshop and site services.

With an event that celebrated the achievements and potential of this year's scholars, who were each presented with certificates and branded gifts from their sponsoring employers.

This year's partners will play a crucial role in supporting the scholars through a year-long programme of mentorship, industry insight, work experience and personalised guidance – helping them build confidence, skills and ambition for their future careers.



Building on the success of previous apprentices at our North East branch, Hydrasun proudly joined the Middlesbrough College Scholarship Programme.

This partnership gives students the chance to experience different areas of our business, making the engagement both valuable and rewarding for everyone involved.

David Whiles

Operations Manager,
North East of England



Mock Interview Sessions

Several Hydrasun employees, including Paul Gunning (Hydrogen Mechanical Engineer), Hannah Beveridge (Sales and Marketing Manager), and Craig Gorman (Recruitment Lead), took part in DWYNE mock interview sessions at Lochside Academy and Portlethen Academy. These sessions, part of the schools' employability skills programme, aim to help students build confidence and prepare for real-world interviews in a supportive, realistic setting.



College Collaboration

Hydrasun partners with a number of colleges through scholarship programs, industry site visits, equipment demonstrations, and collaborative STEM events.



Academic Knowledge Sharing

Hydrasun welcomed the SPE Aberdeen group and University of Aberdeen master's students for an introduction to hydrogen technologies and the core oil and gas business. The visit included a guided tour of our workshop and stores, reinforcing our commitment to sharing industry knowledge with diverse groups and fostering collaboration across sectors.



Supply Chain Engagement

Driving Social Value Through Partnership

In the first year of our contract, Hydrasun has proudly supported the Aberdeen Hydrogen Hub by delivering supply chain engagement and STEM outreach initiatives that connect local schools with the future of clean energy. Social investment is central to how we do business – creating opportunities, inspiring the next generation, and strengthening communities. This project exemplifies a truly collaborative model, working alongside bpAHEL and the other contractors to ensure that sustainability is not just about technology, but about people and partnerships that make lasting impact.

ABERDEEN HYDROGEN HUB SUPPLY CHAIN ENGAGEMENT

Hydrasun hosted a successful Supply Chain Engagement Event at our Hydrogen Skills Academy in Aberdeen, bringing together over 100 representatives from Original Equipment Manufacturers (OEMs), end users, local authorities, and academic institutions.

The event focused on fostering transparency and collaboration around supply chain opportunities linked to the Aberdeen Hydrogen Hub project, developed by bp Aberdeen Hydrogen Energy Ltd, a joint venture between bp and Aberdeen City Council.

Our objective was to encourage participation and provide clear pathways for supply chain organizations to support Hydrasun, Robertson Group, and FES Group following initial contract awards announced in August 2024.

Through these efforts, we aim to:

ENHANCE
VISIBILITY OF
UPCOMING
OPPORTUNITIES

PROMOTE A CLEAR
UNDERSTANDING
OF THE ABERDEEN
HYDROGEN HUB

ENCOURAGE
PROACTIVE
ENGAGEMENT
ACROSS THE
SUPPLY CHAIN



MEET THE BUYER NATIONAL

Hydrasun participated in the Meet the Buyer 2025 event in Edinburgh alongside bp Aberdeen Hydrogen Energy Ltd.

This engagement reflects our commitment to building strong partnerships and supporting the development of a robust hydrogen supply chain in the region.





Empowering Students, Enabling Progress

Driving Social Value Through STEM Partnership



750
S2 PUPILS
ENGAGED

120
STUDENTS
IN THE FINAL
AT HYDRASUN

11
ABERDEEN
SCHOOLS

SCOTTISH SCHOOLS HYDROGEN CHALLENGE

Hydrasun actively supported the 2025 Scottish Schools Hydrogen Aberdeen Regional Challenge, an initiative designed to inspire the next generation of innovators in sustainable energy. As part of this program, we contributed to school workshops and proudly hosted 120 students and teachers at the Hydrasun Hydrogen Skills Academy for the regional final.

This initiative engaged approximately 750 S2 pupils from Aberdeen schools through the Stenovators Hydrogen Challenge, delivered in partnership with Hydrogen Challenge Ltd. Participants were tasked with designing and building a LEGO car powered by a hydrogen fuel cell, fostering hands-on learning and creativity in renewable energy technologies.

The regional final showcased the most efficient designs, providing these young innovators with a platform to demonstrate their ingenuity and commitment to sustainability. Hydrasun is proud to play a role in developing future talent and promoting awareness of hydrogen as a clean energy solution.



AFS GLOBAL STEM INNOVATORS

We were delighted to host the AFS Global STEM Innovators during the Aberdeen leg of their week-long UK tour.

The students took part in engaging activities led by Hydrasun, ETZ, and Robertsons, including a site visit to the bpAHEL Aberdeen Hydrogen Hub—giving them a unique opportunity to witness the energy transition in action and even created hydrogen to power cars at the Hydrasun Hydrogen Skills Academy.





Empowering Students, Enabling Progress

Redcar and Cleveland College Partnership

REDCAR AND CLEVELAND COLLEGE BECOMES UK'S FIRST HYDROGEN REFUELLING HUB FOR EDUCATION

Hydrasun has partnered with the Education Training Collective to make Redcar & Cleveland College the first UK college to host a fully operational modular hydrogen refuelling unit on its campus.

The HyQube system offers students and delegates a hands-on opportunity to experience hydrogen as an alternative transport fuel in action.

This collaborative project was made possible through £286k in hydrogen hub transport funding, secured from the Tees Valley Mayor and Combined Authority.

Hydrasun has supplied the refuelling system, along with four mobile units to support hands-on installation, maintenance training, and skills development. The college has also acquired 3 Toyota Mirais to fully demonstrate the use of the system.



“This initiative offers an exciting opportunity for students and the future workforce to engage with hydrogen systems. It helps them demystify hydrogen technology in a practical, everyday setting, while equipping them with valuable skills for the future.”

Neil Holmes
Regional Manager - North England





Supporting tomorrow's Energy Leaders

Hydrasun actively support the Shell Girls in Energy programme, supporting with site visits throughout the year, delivering talks and other activities associated with Shell and NESCol.

The programme included a series of hands-on activities designed to showcase the breadth of skills and technologies that underpin the energy industry. Participants assembled hose components in our workshop, explored our stores operations, and produced hydrogen to power a miniature vehicle, offering insight into both conventional energy systems and emerging alternatives such as hydrogen.

These sessions play a vital role in promoting awareness of the diverse career pathways available within the energy sector. By combining practical experience with industry knowledge, the programme helps inspire the next generation of talent and supports our commitment to fostering inclusion and skills development across the energy transition.



"I loved all the trips we've had into the energy workplace. Hydrasun was my favourite."

"The practical has been my favourite part about the whole thing in the course as I love hands on stuff."

"I loved the trips to Hydrasun and getting to know more about the energy world and the practical work. I really enjoyed using the big tools."

Students

Shell Girls in Energy, 2025 Cohort





Corporate Governance

Hydrasun is a D2Zero Company, and as such is governed by the D2Zero framework for the Group of Companies.

Corporate governance in Hydrasun is led by our CEO, Neil Thompson with support from our CFO, Emma Kilner and COO, Craig Sangster, with oversight from the Board of Directors and D2Zero. Delivering a sustainable and ethical business, however, is everyone's responsibility in the company which is why this year we have launched our Code of Conduct, which:

- Sets out the principles to which the company and our employees are committed to follow at all levels of the organisation
- Provides guidance on the choices we make day to day in the business, in every location
- Links our policies together into one governance framework

Compliance with these policies is monitored by the Management Board and supported by an ongoing audit programme, including ABC audits of our international Network Partners. As we expand our business into new geographical territories through either direct inward investment or establishing Network Partners with locally established companies we are focused on developing long-term relationships that are based upon open and transparent dealings when competing for customers business and when placing orders with suppliers. This professional conduct is a contractual expectation of our network partners and is a critical selection criteria in determining who we will conduct business with.

10

**AUDITS CONDUCTED
FOR ANTI-BRIBERY AND
CORRUPTION ACROSS ALL
NETWORK PARTNERS**

7

**LOCATIONS ACHIEVED
RECERTIFICATION TO
ISO 9001, ISO 14001,
AND ISO 45001**

20

**COMPLIANCE AND
GOVERNANCE AUDITS
CONDUCTED ACROSS
THE BUSINESS**



Continuous Improvement Initiatives

Our business operates with robust governance ensuring compliance with national and international laws and regulatory bodies and standards. Managing the risk to our business is key to our success and future growth. We manage risk through the complete life cycle of a contract including HSE risk.

Internal audits and assessment program

All Hydrasun sites, and locations where Hydrasun holds a majority stake, undergo evaluations for HSEQ compliance with applicable local regulations.

- Audit and assessment reports are shared with senior management, ensuring strong governance and accountability.
- Regular assessments and inspections are a core requirement of Hydrasun standards, driving continuous improvement in:
 - Safety: Protecting employees and contractors through proactive risk management.
 - Environmental Protection: Ensuring operations minimise environmental impact and comply with sustainability commitments.
 - Regulatory Compliance: Maintaining adherence to local and international standards, reducing legal and reputational risks.
- This program reinforces Hydrasun's ESG objectives by embedding responsible practices, mitigating operational risks, and promoting a culture of transparency and sustainability across all sites.

HSEQ Management System

All Hydrasun branches adhere to the company's integrated HSEQ management system, which is certified to the international standards ISO 9001, ISO 14001 and ISO 45001.



Internal Training

As part of our ongoing commitment to fostering a respectful, inclusive, and safe workplace, this year saw the commencement of the roll out of Sexual Harassment & Bullying Prevention for Workers Training which will also include awareness training on Equality, Diversity and Inclusion.

This training is designed to help us all better understand what constitutes bullying and harassment, how to prevent it, and how to respond appropriately if it occurs. Whether you're working on-site or remotely, it's essential that we all uphold the same standards of conduct and care for one another, in line with our company values.

Trade Compliance

The Hydrasun Exports team delivered "Key Requirements for Export Sale Processing & Export Terminology Awareness" training sessions to over 120 personnel from Hydrasun, Fuel Cell Systems Limited, and KC Controls throughout 2025. These sessions focused on Dangerous Goods and Export Control, received highly positive feedback, and have led to noticeably improved processing of export sales orders.





Our ESG Steering Group



**Neil Thompson, Craig Sangster, Emma Kilner,
Stuart Gardiner, Carole Small, Hannah Beveridge**

Our ESG Steering group is a cross-functional senior management team with the sole purpose of driving the company's ongoing commitment to ESG matters. Led by our CEO, Neil Thompson, the team meet regularly to help set strategy and continue to implement initiatives and policies with respect to ESG.



The Code of Conduct sets out the principles to which the company and our employees are committed to follow at all levels of the organisation. It is about the safety, integrity, compliance and care of “Our People”, working as “One Team” committed to delivering innovative, high quality, high service, high reliability solutions to our customers.

It contains the following set of Principles:

Our Company Values:

The values we aspire to as a business and how these are brought to life in Hydrasun through Our Core Values.

- ➔ **Our People:** The principles of what you can expect as an employee of Hydrasun and what the company expects from you.
- ➔ **Our Customers:** The lifeblood of our company, how we service their needs and support their journey through the Energy Transition.
- ➔ **Our Communities:** How we positively contribute to the communities in which we live.
- ➔ **Our Environment:** We have “One Home” and are committed to our part in reaching Net Zero, building a sustainable future for all.
- ➔ **Our Stakeholders:** Delivering value to our Shareholders who have put their trust in us, working ethically with our Suppliers and Network Partners globally.

These principles set the basis for the business decisions we take and are implemented through our Policies and Procedures within the Company. You will find links within the Code to key Policies for further information.

Our Code applies to all Hydrasun employees, without exception, and we want to work with Customers, Suppliers and Network Partners that also share our commitment to these principles. It is therefore important that we all take the time to review and understand the code. Please ask your Line Manager if you have any questions.

Our values and expectations in our code shall guide us on the choices we make day to day in the business, in every location. I look forward to your continued support in owning these values and expectations as part of One Team in Hydrasun.

Yours Sincerely

Neil Thompson
Chief Executive Officer





Our Focus Areas

As we continue to advance on our ESG journey, our focus areas provide a clear framework for how we translate our commitments into meaningful action. Building on our pledge to achieve carbon-zero status by 2050, these priorities guide the way we strengthen governance, reduce environmental impact, support our people, and enhance the communities and partners we serve.

Each area reflects our dedication to transparency and continuous improvement, ensuring that sustainability remains embedded in how we operate, innovate, and deliver value. Together, these focus areas help us drive progress not only within Hydrasun but across the wider network of customers, suppliers, and stakeholders who rely on us to lead with integrity and purpose.

Code of Conduct

We will commit to training all employees on the Code of Conduct on an annual basis.

Safe Performance

We will continue improving our safety culture to further reduce the incident rate.

Environment

Continually focus on carbon emissions reduction to continue our journey towards our 2030 emissions reduction targets.

Sustainability

We will expand our key ESG areas and set sustainably goals align with the United Nations' Sustainable Development Goals.

People

We will continue our program of improved benefits for employees.

Governance

We will continue to ensure ongoing compliance with ISO 14001, ISO 45001 and ISO 9001.

Diversity and Inclusion

We will role out training across the business to raise awareness of the benefits to the company of diversity and inclusion.

Suppliers

Partner with rating agency EcoVadis to conduct supplier sustainability assessment with key suppliers.





Looking to 2026

Transparency and integrity at our core

As we look ahead to 2026, we will continue to advance our carbon reduction strategy by expanding low carbon initiatives, increasing energy efficiency improvements across our facilities, and accelerating the deployment of low carbon technologies. These efforts support our long term pledge to reach carbon zero by 2050 while helping our customers and partners progress toward their own decarbonisation goals.

The Hydrasun Skills Academy will play a central role in strengthening our commitment to education and developing future talent. We expand our engagement with schools and colleges, bringing hydrogen and renewable energy to life through interactive STEM activities that make these technologies accessible young people. By collaborating closely with educational institutions, we aim to provide the resources, expertise, and hands on experiences that help students build confidence, curiosity, and practical skills.

We are proud to build on our existing partnerships with the Shell Girls in Energy Programme, the Middlesbrough College Scholarship Programme and the Scottish Hydrogen Schools Challenge 2026, which will be hosted at our Hydrogen Skills Academy. Together, these initiatives empower the next generation of engineers, technicians, and innovators who will help drive the future of clean energy. We will continue to support student placements and scholarship opportunities, giving learners direct exposure to industry environments and helping shape their next steps in their development journey.

We will further strengthen our safety culture through continued training, focus on human factors, and more robust engagement across all operational teams. Our focus remains on creating an environment where everyone feels responsible and empowered to speak up, take action, and contribute to a workplace where safe behaviours are embedded in everyday practice.

We are a leading international provider of integrated fluid transfer, power and control products to many different sectors worldwide.

We are innovators, applying our engineering and technological prowess to deliver quality products and services. To solve new problems.

