

# Welltec Annual Report

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Welltec International's Annual Report 2024  
Approved at the Annual Shareholders'  
Meeting on 7 May 2025

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Meeting chairperson: Ole Nørgaard

# 2024

Welltec®

# Contents

<b>3</b>	<b>Company profile</b>	<b>70</b>	<b>Parent Company Financial Statements</b>
<b>4</b>	<b>Management review</b>	<b>71</b>	Statement of comprehensive income
<b>4</b>	Consolidated Key Figures and Ratios	<b>72</b>	Statement of financial position
<b>5</b>	Financial Review	<b>73</b>	Statement of changes in equity
<b>7</b>	Outlook	<b>74</b>	Statement of cash flows
<b>8</b>	Risks	<b>75</b>	Notes
<b>10</b>	Business model	<b>80</b>	<b>Branches and tax registrations</b>
<b>11</b>	Environment, social, and governance	<b>81</b>	<b>Definitions</b>
<b>24</b>	<b>Company Details</b>		
<b>25</b>	<b>Statement by Management on the Annual Report</b>		
<b>26</b>	<b>Independent auditor's report</b>		
<b>28</b>	<b>Consolidated Financial Statements</b>		
<b>29</b>	Income statement		
<b>29</b>	Statement of comprehensive income		
<b>30</b>	Statement of financial position		
<b>32</b>	Statement of changes in equity		
<b>33</b>	Statement of cash flows		
<b>34</b>	Notes		



# Environment, social, and governance

The following statement on Environment, social, and governance (ESG) pursuant to the Danish Financial Statement Act Section 99a and d is part of the Management Review in the Annual Report 2024. It also serves as the Group's Communication on Progress as required by the UN Global Compact. We continue to support and promote the principles of the UN Global Compact in our sphere of influence, in particular by integrating them in our business operations. For our description of the Welltec business model, refer to page 10.



Welltec's Manufacturing facilities in Al Khobar, Saudi Arabia

# Environment, social, and governance **continued**

## **Environment, social, and governance policy**

Welltec focuses its ESG efforts on areas and challenges directly impacting our business, with a commitment to integrate sustainable practices across our operations. Our policies are developed to align with international standards and are approved by the Board of Directors.

These principles are regularly reviewed and updated to comply with codes of corporate governance, as well as the UN's Universal Declaration of Human Rights, ILO's Declaration on Fundamental Principles and Rights at Work, OECD's Guidelines for Multinational Enterprises, the Rio Declaration on Environment and Development, the UN Convention against Corruption, as well as applicable legislation governing the interest of our stakeholders.

We operate in areas that can have an impact on both the environment and human rights. We consider emissions from transportation of equipment between jobs on different continents as primary risks when it comes to environmental impact. Furthermore, primary risks related to human rights could be identified within our value chain e.g. in case our policies are not followed as intended in terms of fair labor and working conditions. We have strong focus on our activities and focus on a good and stable working environment for our employees. We see our suppliers as important stakeholders in our common pursuit of a more sustainable supply chain. In addition to working towards the respect for human rights, we strive to make sure that Welltec's business, including the people contributing to it, is not involved in or related to any form of human rights abuses.

Welltec expands coiled tubing portfolio with Pipesnake tractor acquisition



# Environment, social, and governance continued

## Double Materiality Assessment (DMA)

In 2024, Welltec completed its first DMA, guided by the principles of the Corporate Sustainability Reporting Directive (CSRD). This was undertaken as part of our preparation for compliance with CSRD reporting requirements, which will apply to Welltec from 2025. While this assessment reflects our alignment with CSRD concepts, we do not yet claim full compliance with its requirements for the 2024 reporting period.

The DMA process encompassed two dimensions:

**Impact materiality:** identifying and assessing Welltec's actual and potential impacts, both positive and negative, on people and the environment across our value chain.

**Financial materiality:** evaluating sustainability related risks and opportunities that could influence Welltec's financial performance, development and position.

Our approach included comprehensive value chain mapping, stakeholder identification, and engagement with key internal and external stakeholders.

Using methodologies developed in collaboration with an external consultant, we prioritized nine material sub-topics, applying a materiality threshold.

**Determined thresholds**  
In our DMA, topics are evaluated using two scales:

**Impact Materiality:** Topics were assessed based on the severity of their impact using factors such as scale, scope, and remediability. Ratings range from 0 (no impact) to 5 (absolute impact), with "medium impact" (rating of 3) representing noticeable effects on people or the environment.

**Financial Materiality:** Topics were evaluated based on the likelihood and magnitude of potential financial effects, including risks and opportunities. Ratings range from 0 (never) to 5 (guaranteed), with "likely" (rating of 3) representing a moderate probability of occurrence.

For both scales, a threshold of 3 out of 5 was applied, meaning that only topics meeting or exceeding this level were classified as material. This ensures a focused and balanced approach to identifying key issues for our sustainability reporting.

### Value chain and stakeholder mapping

	Upstream	Own operations	Downstream		
					
	<b>Raw materials</b>	<b>Raw materials processing</b>	<b>Production</b>	<b>Use-phase*</b>	<b>Customers</b>
<b>Activities</b>	Mining and extraction	Production of steel Production of electrical components	Manufacturing Research and development Sales Repairs Waste management	Transportation On-site repairs Service delivery Training of field engineers	Extraction of oil and gas Development of new and existing oil fields New energy and geothermal solutions
<b>Stakeholders</b>	Mining companies Trade companies Workers in the value chain NGO's and legislation on environment/nature	Strategic suppliers Suppliers of logistics Supplementary suppliers Workers in the value chain	Owners and investors Management Employees and unions R&D Partners	Employees (e.g. engineers) Suppliers of logistics Governments, regulators and authorities Competitors and partners Local communities	Oil and gas companies Geothermal companies Workers in the value chain Regulators NGO's and legislation on environment/nature

\*This activity does not apply to Welltec Completions Services.

# Environment, social, and governance continued

## DMA outcome

The DMA identified nine material sub-topics across environmental, social, and governance areas:

### E1 – Climate change

Type of IRO*	Material impact, risk, opportunity	Description
<b>Climate change adaptation</b>		
Risk (OO)**	Severe weather conditions can affect operations in certain regions	Severe weather conditions such as cyclones, hurricanes, or typhoons might disadvantage Welltec's business, especially in areas like the Gulf of Mexico and the North Sea. The changes in weather conditions could lead to evacuation of personnel, service disruptions, damage to Welltec's products and an inability to maintain contract schedules due to delivery issues. This results in a negative risk for Welltec.
Risk (VC)**	Sea level change can affect customers and cause decrease in demand for Welltec services	Welltec's customers can be impacted through sea level changes as this can negatively affect offshore operations and coastal area facilities due to an increased risk of flooding. This can cause a decrease in demand for Welltec's services and lead to reduced revenues for Welltec. This results in a negative financial risk for Welltec.
<b>Climate change mitigation</b>		
Positive impact (VC)	Welltec's existing WIS and WCS portfolio helps customers reduce GHG*** emissions	Welltec's existing product portfolio helps customers reduce emissions due to the fact that: 1) The intervention tools that Welltec produces contribute to well maintenance, which reduces the need for drilling new wells. 2) WCS reduce the use of cement in the downstream value chain and 3) WCS contribute to reduced Sustained Casing Pressure (SCP) which is associated with methane leaks and well failure, which means less GHG emissions released from wells. This results in a positive actual impact on climate change.

\*IRO: Impacts, Risks and Opportunities

\*\*OO and VC: Own Operations and Value Chain respectively

\*\*\*GHG: Greenhouse-gas

Type of IRO*	Material impact, risk, opportunity	Description
<b>Climate change mitigation - continued</b>		
Opportunity (OO)	WCS products help reduce methane emissions	The industry, in which Welltec's customers operate, has recognized the issues associated with methane, both in terms of environmental harm and its potential link to well implosions. This creates an opportunity for Welltec to expand the market for its completion products. Welltec is focused on creating and providing technologies, products, and services that align with a less environmentally damaging future, something that could potentially create opportunities for increased revenue in the future. This results in a positive opportunity for Welltec.
Negative impact (OO)	Own operations GHG emissions	The release of GHG emissions from Welltec's operational activities, have an impact on global warming and climate change. These emissions arise from various operational activities such as production of goods, purchased energy, business travels and employee transit commuting. This results in a negative actual impact on climate change.
<b>Energy</b>		
Negative Impact (VC)	Welltec tools are made of steel/metal, and its production has high energy consumption	Welltec's tools and products are made of steel. So, our critical suppliers are stainless-steel and other alloys manufactures. Their production process consumes a lot of energy, and thus contributes to GHG emissions, especially in the smelting stage. This results in a negative impact on climate change.

# Environment, social, and governance continued

## E2 – Pollution

Type of IRO	Material impact, risk, opportunity	Description
<b>Pollution of air</b>		
Negative Impact (VC)	Production of stainless steel for Welltec tools is associated with air pollution	Welltec's suppliers produce stainless-steel for the products of Welltec. The smelting stage of stainless-steel production involves the release of various gases and particulates, including carbon monoxide, sulfur dioxide, nitrogen oxides, and particulate matter. These emissions can contribute to air pollution and respiratory problems in nearby communities. This results in a negative actual impact on the pollution of air.
Negative Impact (VC)	Extraction, distribution, refining, and combustion of oil and gas products by Welltec's customers can release various pollutants into the air	Welltec has customers in the oil and gas industry. The extraction, distribution, refining, and combustion of oil and gas products can release various pollutants into the air, including VOCs*, sulfur dioxide, nitrogen oxides, particulate matter, and carbon dioxide, which can contribute to air pollution. This results in a negative potential impact on the pollution of air.

\*VOCs: Volatile organic compounds

## S1 – Own workforce

Type of IRO	Material impact, risk, opportunity	Description
<b>Working conditions – health and safety</b>		
Negative Impact (OO)	Risk associated with working as a field engineer at an oil and gas rig	Welltec's own employees execute on projects at production facilities and offshore platforms. These locations are associated with safety risks, as the employees are working with and around heavy machinery in various weather conditions. Therefore, Welltec has a negative actual impact on the working conditions of their own workforce.
<b>Equal treatment and opportunities for all - diversity</b>		
Negative Impact (OO)	Gender diversity in different departments and regions is imbalanced	Welltec acknowledges that there is an imbalance in gender representation across various departments in the company. For example, in the support functions such as Human Resources and accounting there is a higher representation of females, and in the manufacturing sites and in field operations males are significantly more represented. This results in a negative actual impact on diversity.

# Environment, social, and governance continued

## G1 – Business conduct

Type of IRO	Material impact, risk, opportunity	Description
<b>Corporate culture</b>		
Negative Impact (OO)	Stringent deadlines, planning, and a sense of urgency puts substantial pressure on the employees	The corporate culture at Welltec can be dictated by stringent deadlines, planning, and a sense of urgency, putting substantial pressure on the employees. The high efficiency and rapid pace of the work environment can also cause risks both to human resources and in material terms. This results in a potential negative impact on the corporate culture.
<b>Protection of whistle-blowers</b>		
Positive Impact (OO)	Welltec uses a third party whistleblower protection system. It ensures anonymity for whistleblowers, safeguarding against unethical practices by the company	Welltec has a third party administrated whistleblower system and a policy which are accessible to all employees as well as third parties, which include customers, suppliers, and other associates. This third party management ensures absolute anonymity for whistleblowers, reducing potential biases and safeguarding against any unethical practices by the company, such as retaliation.

These material topics guide Welltec's efforts to enhance operational efficiency, reduce environmental impacts, and address workforce and governance challenges.

### Future Plans

Welltec is committed to annually revisiting and refining the DMA to ensure it reflects evolving business operations, stakeholder priorities, and regulatory guidance. Regular updates will help maintain relevance and transparency in our sustainability reporting. Welltec plans to publish the first sustainability statement in accordance with the CSRD starting from the Financial Year 2025.

Type of IRO	Material impact, risk, opportunity	Description
<b>Corruption and bribery</b>		
Negative Risk (OO)	Risk of being involved in corruption or bribery practice	In circumstances involving dishonorable practices such as corruption or bribery, either within the supply chain or implicating Welltec, there arises a likelihood of harm to Welltec reputation or financial peril through imposed sanctions. Employees at Welltec undergo annual courses on anti-corruption and bribery.
Negative Impact (VC)	Welltec's customers operate within the industry and in countries with an increased risk of corruption and bribery	Welltec's customers operate within the oil and gas industry and in countries with an increased risk of corruption and bribery, there is a potential negative impact through corruption and bribery incidents.

# Environment, social, and governance continued

## Environmental impact management

At Welltec, we recognize that our activities have an impact on the environment. Based on our DMA, we have identified key environmental risks and opportunities:

### Optimizing energy for the future

We believe in a fair and inclusive energy transition. We are constantly working together with our customers to help optimize the way they produce energy today, and applying our expertise in new technologies to prepare for how to produce energy tomorrow.

We are dedicated to help eliminate methane emissions, replacing cement where possible, reducing the environmental footprint of field operations, and engineering new energy systems for the future.

### Reducing customer impact

Our technologies, such as the Welltec Metal Expandable Packer (MEP) significantly reduce our customers' environmental footprint by enhancing well integrity, preventing SCP (Sustained Casing Pressure) and thus minimizing methane emissions.

### Key actions in 2024

#### Operational improvements at headquarters

Our journey to increase energy and resource optimization began years ago, with significant milestones achieved along the way including automation and robotization of our main manufacturing facilities in Allerød and Esbjerg. In Denmark 100% of metal and other production waste and approximately 75% of waste from administrative and manufacturing

facilities were sent for recycling. Building on these efforts, we have implemented additional energy efficiency measures that reflect our commitment to sustainability. Our heat pump was further optimized in 2024, which has reduced natural gas consumption by 83% compared to 2022 levels. Furthermore, we completed a full retrofit of our building insulation, significantly minimizing heat loss in the winter and heat gain in the summer. This initiative is projected to reduce CO2 emissions by 40–50 tons annually while enhancing indoor comfort. A new energy-efficient air compressor was also introduced in Allerød, which has increased operational efficiency while reducing energy consumption. Additionally, waste heat from the compressor is now used to heat storage areas, with plans to integrate it into the central heating system. Lastly our upgraded demineralizing technology has reduced water consumption by 400,000 liters annually, marking a substantial improvement in operational efficiency and resource conservation.

#### Global environmental initiatives

Our operational bases around the world are adopting sustainable practices. During 2024, Welltec installed a solar panel system at our Macaé, Brazil base, which will generate approximately 120 MWh annually, ensuring that 100% of our current energy consumption is fully met through renewable sources. Furthermore, by replacing diesel-powered equipment in Kazakhstan with electric alternatives; we expect this initiative will help us to cut diesel consumption by 50% annually.

## Future plans

We remain committed to exploring new ways to reduce our environmental footprint, with upcoming initiatives, including installation of solar panels at our Port Harcourt, Nigeria base by 2025. In Denmark we plan to implement improved ventilation systems to lower electricity consumption and additional energy-efficient upgrades and continue expansion of solar energy solutions at our base in Esbjerg.

## Supply chain impact

The production of our tools and products, particularly stainless-steel components, involves energy consumption and contributes to GHG emissions in our value chain. To mitigate this impact, we source the main raw materials for manufacturing of Intervention tools and Completion products from responsible suppliers. Many of them use a high percentage of recycled materials and are certified against ISO 14001 standards for Environmental Management.

## Social responsibility

Primary risks related to human rights could be identified within our value chain e.g. in case our policies are not followed as intended in terms of fair labor and working conditions.

## ESG policies

Safe working conditions: Ensuring the safety of our field engineers is our highest priority, particularly in challenging environments such as offshore platforms and remote oil and gas sites.

Diversity and inclusion: We are committed to improving gender representation across our workforce, with focused initiatives to promote diversity in both technical and support functions.

## Governance and compliance

Our ESG Policies are incorporated in the Code of Conduct applicable globally that was updated in 2023 to further prevent conflicts of interest situations and clarify employees' obligation to declare situations where they become involved in dealings with customers, vendors or others which they have an association with. The areas currently covered by the Code of Conduct are: (i) Business Ethics, (ii) Anti-Corruption, (iii) Health and Safety environment, (iv) Employment, (v) Customers, and (vi) Community.

The responsibility of monitoring overall ESG compliance has been delegated to the heads of Legal, Human Resources, QHSE (Quality, Health, Safety, and Environment) and commercial departments. The overall coordination of the efforts is led by our ESG Manager. This role ensures alignment across all functions, driving Welltec's sustainability strategy forward.

The ESG policies continue to be communicated to all employees and are accessible on both our website and intranet and through awareness training. Moreover, a concerted effort is made to ensure that these are rooted in our thinking and our way of doing business.

# Environment, social, and governance

## continued

### Business ethics

#### Policy

At Welltec ‘we say what we do and we do what we say’. This principle is the back-bone of Welltec’s Code of Conduct and promotes certainty in relation to all our stakeholders that predictability and reliability are the norm when dealing with Welltec. It is our policy to comply with all laws, rules and regulations applicable to our business and we strive to follow the course of action leading to the highest degree of integrity in situations where the law may be permissive.

#### Implementation

Integrity and ethical conduct is a fundamental part of management procedures and Welltec’s Code of Conduct and is an underlying driver in all we do. Welltec employees are expected to perform their work with honesty, truthfulness and integrity, and conduct their business affairs fairly. All employees are responsible for the immediate and accurate reporting to higher management of work-related information of importance to the governing guidelines. We strongly encourage dialogue to make each other aware of situations that give rise to ethical questions and to articulate acceptable ways of handling those situations.

#### Key actions in 2024 and future plans

Welltec regularly conducts a Group-wide Code of Conduct training. The training program remains mandatory for all new employees during their onboarding process and regular awareness training was conducted for all employees.

To the extent deemed relevant, Welltec performs appropriate internal investigations into possible non-ethical behaviour by employees following internal controls or whistle-blowing.

In 2025, we continue to conduct an anti-trust training program for all relevant employees also including more specific awareness building around areas of potential conflicts of interest.

### Anti-Corruption

#### Policy

Our conviction to uphold ethical standards in all our corporate activities is a common mindset of all our employees and we strive to do business with customers and suppliers of sound business character and reputation. We have strict guidelines covering facilitation payments, bribery, entertainment and gifts, and our screening processes provide full transparency to mitigate the risk of corruption.

#### Implementation

Welltec maintains a general Partner Screening Program applicable for agents, representatives and joint venture partners in territories where transparency and corruption are imminent challenges. This includes a questionnaire combined with a review process under which a potential partner is vetted for undue relationships and channels of influence. Furthermore, Welltec operates a zero-tolerance policy towards corruptive behaviour of employees and representatives.

#### Key actions in 2024 and future plans

Multiple partner screenings were performed in 2024 among others to ensure compliance with human

rights. No violation of human rights were identified in 2024. In our screenings we continue to use external screening partners and their databases. We use a global screening service, which supports our due diligence and mitigate risks relating to financial crime, bribery and corruption.

We have further maintained our Anti-Bribery and Corruption program and updated the Code of Conduct in 2024. We continue to improve the screening procedures, review processes and further incorporate additional initiatives based on US and UK anti-corruption legislation, including incorporating appropriate measures in our contracts. In 2025, we continue to monitor the initiatives and guidelines issued by relevant international bodies to identify policies and procedures that could improve our anti-corruption measures.

Finally a specific anti-corruption commitment has been obtained from a wide selection of vendors across Welltec representing a substantial portion of Welltec’s external spend. We strongly oppose facilitation payments. In 2025, we continue to train our employees in how to handle these situations and avoid facilitation payments. We focus in particular on employees in high-risk countries.

# Environment, social, and governance **continued**

## Quality, Health, Safety and Environment (QHSE)

### Policy

Welltec's mission is to provide effective and quantifiable energy solutions in a safe and sustainable manner. Our lightweight engineering and technological solutions are constructed with the vision to improve safety of our employees, customers and everyone that comes into contact with our operations. Respect and preservation of the environment is a key element of our business proposition and an integrated way of thinking in Welltec, driving reduced environmental impacts, fuel consumption and carbon footprint. We already see the changes in the industry, and we believe that the environmental perspective will become a business parameter for the selection of our products and services. Welltec is committed to develop and apply occupational health and safety standards and practices that are appropriate to the risks associated with our business activities. This is leveraged through a culture of learning and continuous improvement of internal QHSE standards, procedures, and practices.

### Implementation

QHSE is ingrained in every facet of our decision-making process, process design, and internal training programs. Our management meetings commence with a review of health and safety events or focus areas. At each location, a dedicated QHSE representative is appointed to lead our QHSE efforts, ensuring strict adherence to Welltec policies and local legislation. To further bolster our commitment, we conduct monthly safety walks and regular inspections across all our locations. New employees attend a QHSE introduction program and participate in our redesigned Safety

Card Observation Program (SCOP) to report on and proactively encourage safe working practices.

We monitor consumption of chemicals, electricity, heat, and water. Additionally, we are committed to minimizing waste generation and implementing effective waste management strategies. All safety and environmental incidents are recorded and analysed to ensure adoption of best QHSE practices and to safeguard the environment.

### Key actions in 2024 and future plans

Throughout 2024 Welltec delivered strong QHSE performance despite the continued high level in global activity levels. Frontline Total Recordable Case Frequency (TRCF) was improved year-over-year and finished lower than the reference International Association of Oil & Gas Producers (IOGP) TRCF rate and an all-time low for Welltec, underscoring the positive traction and strong safety awareness across the Welltec organization.

Several important initiatives were launched in 2024 to maintain QHSE awareness and promote continuous improvement. The continued adoption of the IOGP 'Life Saving Rules' was supported by quarterly campaigns, this year with the overall theme of 'Risk Management' - building on industry best practices and distributed to all Welltec sites.

Looking into 2025 Welltec will be investing in improved QHSE software systems for incident handling to further support the continuous learning within Welltec.



Manufacturing engineer at Welltec's base in Dubai

# Environment, social, and governance continued

## Quality

Quality continues to be deeply ingrained in all processes at Welltec. Welltec is ISO 9001 (International Organization for Standardization) certified and during 2024 Welltec was successfully recertified. Additionally, Welltec's Management System and processes have been further developed to comply with API Specification Q1 and Q2 certifications. API certification is the American Petroleum Institute industry specific standard meeting many of the ISO 9001 requirements. Welltec's Manufacturing Facility in Esbjerg and in Brazil have both achieved and renewed their API Specification during 2024.

The QHSE function performs internal Management System audits across the organisation and locations, to assess the effectiveness of the internal Management System of Welltec. The audits are the prime instrument for reviewing the business interfaces internally and externally with customers to create specific action points for the cycle of continuous improvement. Welltec's facilities are externally audited by relevant government authorities and certification bodies. Furthermore, operators, service partners and authorities perform audits to assess Welltec's ability to effectively manage the hazards associated with the services provided. All quality incidents are recorded and analysed to ensure adoption of best practices and to safeguard and continuously improve the service and product delivery.

### Key Results in 2024 and future Plans

Throughout 2024 Welltec delivered strong Service Quality performance within both the Intervention and Completion business. The strong Interventions Service Quality performance was delivered

despite a continued increasing activity levels, and a continued high job complexity. The reorganization of the global maintenance organization and the establishment of a Global Maintenance Center in Dubai, UAE was fully implemented in 2024. The Global Maintenance Center has become a key lever to support global service delivery and has improved maintenance output significantly and is a key enabler for continued Service Quality improvements within the Intervention business. During 2024 a broad range of initiatives were implemented based on the detailed, structured, and centralized incident handling process. These initiatives include several important product and tool enhancements and revised procedures/documentation. The strong Completions Service Quality was delivered despite a significant shift in deployment complexity and a continued geographical expansion, underscoring the reliability of our Completion products. To further support Service Quality within Completion business, the Global Operations function will be strengthened moving into 2025 and anchored in Esbjerg, Denmark where it will be co-located with the D&E and Manufacturing functions to strengthen cross-functional collaboration.

Operational software has been a strategic focus area throughout 2024, underscored by the continued investment in a Welltec in-house software organization. A broad range of Welltec applications were developed and upgraded throughout 2024, each supporting the efficient Service Delivery process and supporting Service Quality. The increased focus on software will continue in 2025, with increased focus on supporting the Completion business.

## Employment

### Policy

In Welltec, our employees are the cornerstone of our business. Despite challenging field conditions, we prioritize their health and safety, conducting annual engagement surveys and additional location-specific assessments. HSE holds high priority globally.

Welltec enforces a zero-tolerance policy against harassment and discrimination, with a whistle-blower system in place. In 2024, no whistleblower cases were reported.

### Adhering to a Diversity and Equal Employment

Opportunity Policy, Welltec commits to selecting the best candidates irrespective of race, religion, disability, gender, sexual orientation, age, or nationality. To further promote diversity and equal opportunity, we employ psychometric assessments for unbiased candidate evaluation and strive to ensure a diverse candidate pool for leadership positions. We actively promote internal mobility, posting all open positions on the company career page.

In 2024, EU's new Working Time Directive became effective. To ensure compliance with the directive, Welltec introduced a new time registration system for all employees employed with Welltec in the EU.

Training is continuously being offered to employees on Welltec's global online learning platform to train employees, support their development and to ensure compliance with Welltec policies. Our Welltec Academy provides extensive in-house training covering operational aspects and legal compliance, tracked for each employee.

For long-term leave, we collaborate on flexible solutions, including agreements with local authorities for accommodations such as flex jobs, reduced work time, and redefined work areas.

# Environment, social, and governance

## continued

### Diversity & Inclusion (D&I)

With our presence and worldwide foothold, boasts diversity across the company and across multiple parameters. Currently, our employee population represents 63 different nationalities (2023: 59), marking a 6% increase from 2023. We actively promote age diversity.

Additionally, efforts have been taken to increase retention of senior employees. Specifically, we have introduced a senior policy in Denmark that enables employees from the age of 65 to have more flexible work and reduced time as they transition to a new balance between work and personal time.

Welltec is committed to fostering inclusivity and increasing female representation. In 2024, we increased emphasis on increasing diversity in management roles both internally and externally through our annual People Review, Succession Planning and by establishing a diverse candidate field for open leadership positions.

In 2025, we will launch a company-wide D&I plan with specific initiatives to increase attraction, development and retention of diverse employees.

The underrepresented gender is represented by one individual in the Board of Directors and our target is to increase the underrepresented gender by one. In 2024 there were no changes to the composition of board members.

For management level 1 and 2, we made progress on presence of the underrepresented gender and we have met our 2027 target in 2024. Our new target is 31% in 2028.

The percentages of the underrepresented gender and the related targets are as follows:

	2024	2023
Shareholder-elected board members		
Total members	6	6
Underrepresented gender	1	1
Underrepresented gender	17%	17%
Target	33%	33%
Year for fulfilling target	2027	2027

	2024	2023
Management (level 1 and 2)		
Total members	26	30
Underrepresented gender	7	6
Underrepresented gender	27%	20%
Target	31%	23%
Year for fulfilling target	2028	2027

# Environment, social, and governance **continued**

**Key actions in 2024 and future plans**  
Performance and Development conversations  
Welltec prioritizes Performance and Development conversations to support employee performance and development and address employees' development needs. These conversations enable managers and employees to collaboratively set performance and development goals, and identify ways to enhance collaboration, fostering individual well-being.

In 2024 all leaders participated in a global People Review process prior to the Performance and Development conversations. During the People Review, leaders assessed the performance levels and development potential of their employees and drafted development plans to improve or accelerate employee performance.

## Leadership toolbox

In 2024, Welltec launched The Leadership toolbox, an online learning platform designed to democratize and enhance accessibility to leadership development resources. The platform offers guides, engaging learning materials, and downloadable practical tools covering a wide range of leadership topics.

The toolbox supports Welltec's leaders in the annual HR processes, managing daily leadership responsibilities, and strengthening their leadership skills. Additionally, it serves as a valuable resource for leaders, providing essential onboarding content to help them transition smoothly into their roles and responsibilities.

## Field staff exchange and mobility

In order to attract and retain our field staff employees, we revisited our international exchange policy with the intention of continuously providing attrac-

tive working conditions, benefits and appreciation. In addition, we have begun an update to our global mobility setup to include our wider employee population with a set of clear guidelines to enable clarity on terms and encourage global mobility of staff, where it makes sense for our business objectives.

## Customers

### Policy

At Welltec, we consider our customers as valued business partners, fostering open and transparent relationships characterized by ongoing dialogue and a commitment to serving their best interests. Our policy is rooted in delivering solutions that exemplify quality, adhere to industry best practices, and uphold responsible standards of performance. This includes prioritizing the protection of the environment and the health and safety of all involved.

We operate with an open-door policy, inviting customers or regulatory bodies interested in investigating any aspect of our operations. Any sub-optimal or non-compliant findings from our internal investigations are openly disclosed to ensure maximum transparency and facilitate continuous improvement. Customer communications and related data are treated with confidentiality, unless explicit instructions state otherwise.

### Implementation

Implementation is a cornerstone of our commitment to excellence. We continually strive to provide the best products and services through structured and open collaboration with our customers. We conduct timely investigations as requested by customers, prepare failure reports, and actively communicate lessons learned throughout the organization to minimize the risk of reoccurrence.

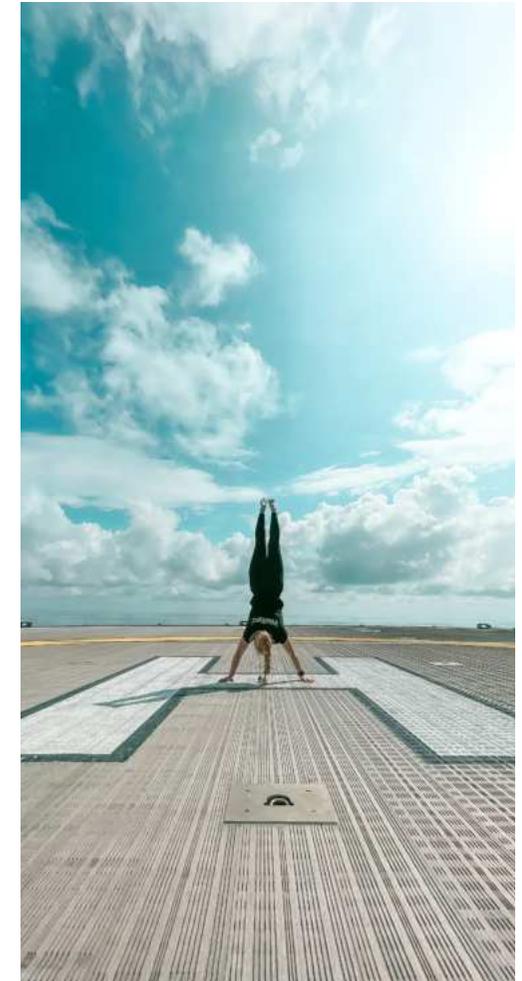
Efficiency in service delivery is anchored in Well-

tec's corporate QHSE department, ensuring the application of the highest standards, particularly as the scope and complexity of services increase. Our structured incident handling process ensures consistent follow-up on all HSE and service quality incidents and enables continuous improvement through the implementation of corrective actions.

## Key actions in 2024 and future plans

Service Quality performance within the Completion Business remained solid throughout 2024, and product service quality finished above 99%, despite a significant increase in product complexity. The performance underscores the reliability of the completion products. Service Quality performance within Interventions experienced a significant improvement throughout 2024, with service quality finishing above 97%, despite a continued shift in service mix towards more complex operations.

Our achievements underscore our ability to plan, deploy, and execute highly complex operations, ensuring safety and reliability while creating tangible value for our customers. Simultaneously, we are actively contributing to the broader energy transition. Leveraging our extensive experience in product development, material selection, testing, and automated manufacturing, we are already making strides to reduce methane emissions from oil and gas producers, extend the life of geothermal wells, and design high-integrity solutions for carbon capture, utilization and storage, and hydrogen projects.



Female Field Engineer onboard a jack-up rig, North Sea

# Environment, social, and governance **continued**

## Community

### Policy

As a global technology provider in the energy industry, we remain dedicated to shaping a sustainable and innovative future. Through our cutting-edge technologies, products, and services, we aim to minimize environmental impacts and ensure the health and safety of those we engage with. Our responsibility extends beyond our operations to the communities we serve.

We operate in diverse locations worldwide and are committed to support our employees, neighbors, and the environment. This includes partnering with local community groups and charities, promoting education and development for young people, and supporting employee-led fundraising and small-scale initiatives.

We also focus on improving the environment around our facilities, collaborating with local authorities to address safety concerns, reduce crime, and promote road safety.

### Key results in 2024 and future plans

In 2024, we deepened our commitment to community development through impactful projects including solar lighting in Angola, community empowerment in Brazil, charity contributions in the UK, beach cleaning campaigns in Malaysia and youth education, sports and inclusion in Denmark.

In 2025, we aim to expand our community initiatives further, focusing on projects that empower individuals and foster long-term, sustainable growth. These initiatives will remain rooted in education, inclusivity, and environmental stewardship, ensur-

ing that Welltec continues to make a meaningful impact wherever we operate.

## Data ethics

Welltec is committed to respecting the privacy rights of every individual and values the relationships we have with our customers. We collect and use data responsibly and transparently, always assessing and mitigating potential risks while upholding our core values. Our data ethics standards are operationalized through robust training, monitoring, technical controls, and disciplinary measures as needed.

All Welltec employees must comply with our Code of Conduct, which includes acting ethically and in compliance with all applicable data privacy laws. Specifically, the Code mandates that personal data be handled responsibly and in accordance with relevant data privacy and protection laws. Welltec's policy to (i) provide adequate notice before collecting personal data; (ii) obtain affirmative consent where required by applicable law; (iii) collect, process, use and retain personal data only for its intended purpose, unless another lawful basis exists, and as necessary for record-keeping; (iv) take reasonable steps to safeguard personal data to prevent unauthorized disclosure or use; and (v); comply with all applicable privacy laws.

Additionally, Welltec employees receive training on data privacy and security issues as part of our annual Compliance training. We extend data privacy and security obligations to third-party partners by requiring compliance with our Code of Conduct. This includes a business partner security review for third parties integrating with or accessing Welltec's network and a risk assessment for all third-party

applications. Where high-risk areas are identified, appropriate risk mitigation measures are implemented, and additional measures may be required before engaging with Welltec.

# Company Details

**Company**

Welltec International ApS  
Gydevang 25  
3450 Allerød  
Denmark

Phone: +45 48 14 35 14

Website: [www.welltec.com](http://www.welltec.com)

E-mail: [receptiondk@welltec.com](mailto:receptiondk@welltec.com)

Central Business Registration No: 30 69 50 03

Registered in: Allerød

Financial year: 1 January – 31 December 2024

**Executive Board**

Peter Hansen, Chief Executive Officer

Michael Christensen, Chief Financial Officer

**Board of Directors**

Niels Harald de Coninck-Smith, Chairperson

Alasdair Geddes Shiach

Michel Pierre René Hourcard

Klaus Martin Bukenberger

Maite Labairu Trenchs

Benoît Pascal Marie Ribadeau-Dumas

**Company auditors**

PricewaterhouseCoopers

Statsautoriseret Revisionspartnerselskab

# Statement by management on the annual report

We have today considered and approved the annual report of Welltec International ApS for the financial year 1 January to 31 December 2024.

The consolidated financial statements and parent company financial statements are prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements in the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the Group's and the Parent Company's financial position at 31 December 2024 as well as of their financial performance and their cash flows for the financial year 1 January to 31 December 2024.

We also believe that the management review contains a fair review of the development of the Group's and the Parent Company's activities and financial position, together with a description of the principal risks and uncertainties that the Group and the Parent Company face.

We recommend the annual report for adoption at the Annual General Meeting.

Allerød 8 April 2025

## Executive Board



Peter Hansen  
Chief Executive Officer



Michael Christensen  
Chief Financial Officer

## Board of Directors



Niels Harald de Coninck-Smith  
Chairperson



Alasdair Geddes Shiach



Michel-Pierre René Hourcard



Klaus Martin Bukenberger



Maïte Labairu Trenchs



Benoît Pascal Marie Ribadeau-Dumas