Delivering energy, fuelling the transition

EnQuest PLC
Annual Report and
Accounts 2024

EnQuest is an oil and gas company with the energy transition at the heart of everything we do.

We are a leader in late-life energy asset management – optimising oil and gas fields, delivering sector-leading decommissioning, repurposing existing infrastructure and fuelling the energy transition through decarbonisation and renewable energy projects.

This is transition in action.

Inside this report

Strategic Report

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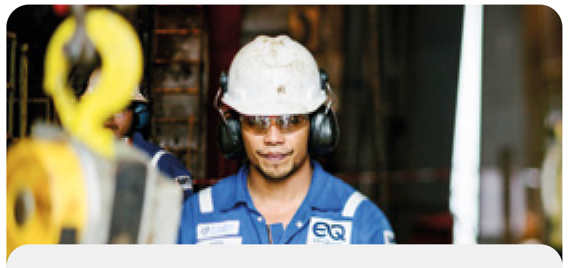
See our transition in action stories



Transition in action

Upstream

Late-life asset management expertise, extending asset lives.

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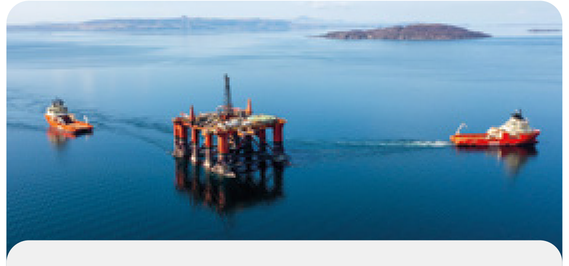

Transition in action

Decommissioning

Delivering sector-leading decommissioning performance – a key transition capability

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Transition in action

Midstream and Veri Energy

Right-sizing existing infrastructure and progressing scalable new energy and decarbonisation projects.

Page 28

An independent energy company, demonstrating expertise across the transition lifecycle

Our purpose

Our purpose is to provide creative solutions through the energy transition.

Our strategic vision

To be the partner of choice for the responsible management of existing energy assets, applying our core capabilities to create value through the transition.

See more on **Pages 16–19**

Our Values

SAFE Results

Working Collaboratively

Respect & Openness

Growth & Learning

Driving a Focused Business

What we do

Upstream

We responsibly extract existing oil and gas resources through established infrastructure while minimising emissions.

TOP QUARTILE PRODUCTION UPTIME

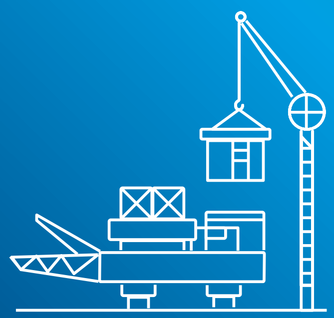
Group operated production efficiency (%)

90

2023: 87

See more on **Page 22**

Decommissioning



We are committed to delivering decommissioning programmes responsibly, minimising emissions and maximising the reuse of recovered materials.

WELL PLUG AND ABANDONMENT

Thistle and Heather wells completed

22

2023: 25

See more on **Page 26**

Midstream and Veri Energy

We are focused on safe and reliable operations while repurposing infrastructure to progress renewable energy and decarbonisation opportunities at scale.

CARBON STORAGE

CO_2 storage potential (mtpa)

10

See more on **Page 28**

Our strategic focus

1. Managing assets to optimise and grow production while exercising cost control and capital discipline

2. Repurposing existing infrastructure to deliver new energy and decarbonisation opportunities at scale

3. Safely and efficiently executing decommissioning activities

4. Managing our Balance Sheet while pursuing selective, capability-led and value-accretive acquisitions

See more on **Page 18**

Balance sheet strength provides foundation for growth.

Strong operational performance and focused cost control and capital discipline underpinned further deleveraging during 2024. EnQuest net debt was reduced in the year from $480.9 million to $385.8 million, following another year of positive free cash flow generation and the repayment of a vendor loan provided to RockRose as part of the 2023 Bressay transaction. The Group also fully repaid its reserve based lending ('RBL') facility during the first quarter. In order to maximise available financial capacity to pursue value-accretive growth, the Group completed a successful tap of its existing high yield bond, with the proceeds used to repay and refinance the $150.0 million term loan facility.

Production in the year decreased by 7.0% versus 2023, reflecting natural declines across the portfolio partially offset by top quartile production uptime and the efficient execution of well work activities at Magnus and PM8/Seligi.

The Group's adjusted EBITDA decreased 18.4% to $672.6 million, reflecting the lower revenue associated with reduced production and lower commodity prices, as well as higher tariffs at SVT. Profit after tax was $93.8 million, reflecting a lower tax charge in the period. The Group reported basic earnings per share of 5.0 cents (2023: loss per share of 1.6 cents), primarily reflecting a lower effective tax rate of 43.7% (2023: 113.3%) in the year.

The Group's robust balance sheet and transaction-ready liquidity position means EnQuest is well placed to pursue growth opportunities and return capital to shareholders, with a final 2024 dividend of 0.616 pence per share proposed (equivalent to c.$15 million).

Commodity prices

Average Brent oil price
$/bbl
80.5
-2.4%
2023: 82.5

Average day-ahead gas price
GBp/therm
83.6
-15.5%
2023: 98.9

Alternative performance measures[1]

Operating costs
$ million
382.8
+10.3%
2023: 347.2

Adjusted EBITDA
$ million
672.6
-18.4%
2023: 824.7

Adjusted free cash flow
$ million
53.2
-82.3%
2023: 300.0

Read more in the Financial review **see Page 34**

Statutory performance measures

Revenue and other operating income
$ million
1,180.7
-20.6%
2023: 1,487.4

Profit/(loss) before tax
$ million
166.6
-28.1%
2023: 231.8

Basic earnings/(loss) per share
cents
5.0
n/a
2023: (1.6)

Net cash flows from operating activities
$ million
508.8
-32.5%
2023: 754.2

Net assets/(liabilities)
$ million
542.5
+18.8%
2023: 456.7

Read more in the Financial review **see Page 34**

Notes above
1 See reconciliation of alternative performance measures within the 'Glossary – Non-GAAP measures' starting on page 189

Notes opposite
1 Lost Time Incident frequency represents the number of incidents per million exposure hours worked (based on 12 hours for offshore and eight hours for onshore).
2 See reconciliation of alternative performance measures within the 'Glossary – Non-GAAP measures' starting on page 189

1 3
A HSEA
Group Lost Time Incident frequency rate[1]
+198.1%

2024	1.55
2023	0.52
2022	0.57

2024 performance with respect to Lost Time Incident ('LTI') performance was disappointing and out of line with the Group's recent safety record. EnQuest aims to be in the upper quartile for safety performance and is working closely with contractors to ensure that everyone working at our sites is aligned with EnQuest's commitment to safety.

1 4
D Cash generated from operations
$ million
-19.7%

2024	685.9
2023	854.7
2022	1,026.1

Cash generated from operations reflected lower production and lower commodity prices.

1
G Net 2P reserves
MMboe
-3.6%

2024	169
2023	175
2022	190

During 2024, the Group produced c.14 MMboe of its year-end 2023 2P reserves base, partially offset by the recognition of additional gas volumes in South East Asia.

1 3
B Net production
Boepd
-7.0%

2024	40,736
2023	43,812
2022	47,259

The decrease in production was primarily driven by natural declines across the portfolio partially offset by strong production efficiencies and the efficient execution of well work activities at Magnus and PM8/Seligi.

1
E Cash capital and decommissioning expense[2]
$ million
+48.5%

2024	313.4
2023	211.1
2022	174.8

Increased cash capital and decommissioning expense reflected SVT major project costs and Magnus Flare Gas Recovery, the Magnus five-yearly rig recertification, and well plug and abandonment decommissioning activities at Heather and Thistle.

1 3
H Scope 1 and 2 emissions
tCO_2e
+2.5%

2024	1,068.4
2023	1,041.9
2022	1,051.9

EnQuest has reduced its operated Scope 1 and Scope 2 emissions by 22% against a 2020 baseline. 2024 saw a slight increase in year-on-year emissions, driven by increased flaring at SVT. Work is ongoing to decarbonise the terminal site by 90%. For more information, **see Page 28**.

1
C Unit opex[2]
$/Boe
+15.5%

2024	25.3
2023	21.9
2022	22.7

Average unit operating costs were primarily impacted by SVT tariff costs and lower 2024 production volumes.

4
F EnQuest net debt[2]
$ million
-19.8%

2024	385.8
2023	480.9
2022	717.1

Adjusted free cash flow generation in 2024 and the repayment of a vendor loan provided to RockRose as part of the 2023 Bressay transaction, enabled the Group to pay down a further $95.1 million of EnQuest net debt.

Our strategic focus

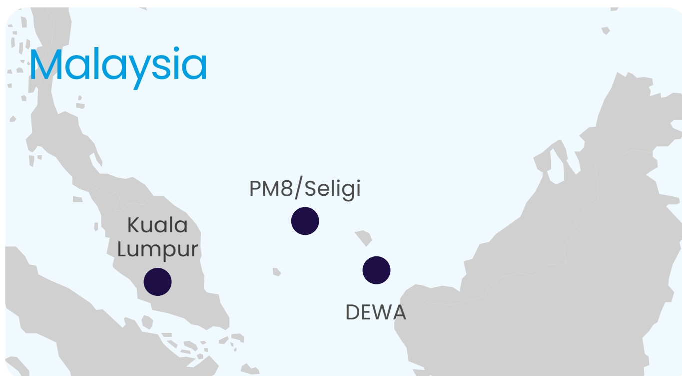
1. Managing assets to optimise and grow production while exercising cost control and capital discipline
2. Repurposing existing infrastructure to deliver new energy and decarbonisation opportunities at scale
3. Safely and efficiently executing decommissioning activities
4. Managing our Balance Sheet while pursuing selective, capability-led and value-accretive acquisitions

Group operations

We focus on mature assets, responsibly optimising production to provide energy security. Where we can, we repurpose infrastructure to deliver renewable energy and decarbonisation projects before executing world-class decommissioning.

667	Global employees	169	2P Reserves (MMboe)
4	UK production hubs	354	2C Reserves (MMboe)
1	Onshore processing terminal	96%	Operated 2P
4	Decommissioning assets	1.4x	RRR[1] since IPO
40,736	Group production (Boepd)		

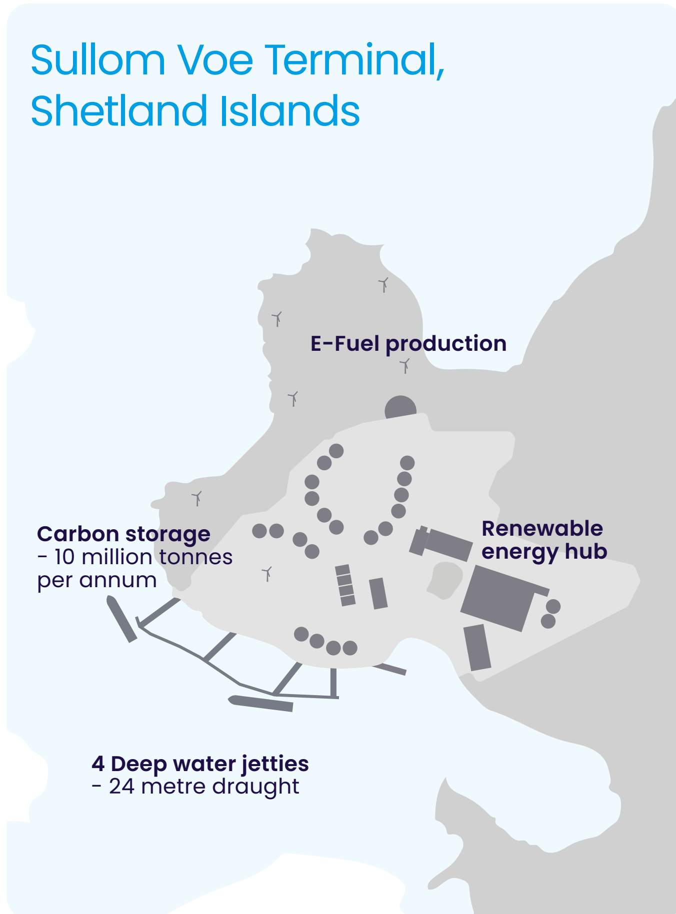
1 Reserves Replacement Ratio calculated as Reserves Additions/ Cumulative Production – effective 31 December 2024



Renewable energy and Decarbonisation opportunities

10	mtpa CO_2 storage potential
2	carbon storage licences

The Sullom Voe Terminal provides the Group with the infrastructure from which to progress its renewable energy and decarbonisation ambitions, including carbon capture and storage, generation of renewable power and the production of e-fuels.



Delivering diversified growth

A responsible energy future requires balance, delivering reliable oil and gas today while driving towards the solutions of tomorrow.

Chairman
Gareth Penny

Overview

The Group continues to demonstrate its differentiated operating capability across the portfolio, leveraging core capabilities to create value through the upstream asset life cycle. This operational excellence provides a strong foundation for the Group's growth ambitions in the UK and is fundamental as we look to deploy our expertise on several new projects in South East Asia. Having celebrated ten years of successful operations in Malaysia, EnQuest was proud to be named Malaysia Upstream Operator of the Year by PETRONAS, and our commitment to growth in the region has been reinforced by the award of the DEWA Production Sharing Contract and the expansion of the Seligi gas agreement. Our entry into Vietnam through the Block 12W acquisition provides further geographic and commodity diversification and demonstrates our commitment to deploy capital where we see the most favourable returns.

As the UK fiscal regime has continued to provide challenges for all North Sea operators, our long-standing commitment to cost management and a prudent approach to capital allocation have ensured that our financial performance has remained robust. Following continued fast payback capital allocation and our well-supported high yield bond tap process during 2024, we have delivered shareholder returns, further reduced debt levels and enhanced financial flexibility, with significant transaction-ready liquidity available to grow the business.

We are very clear that we are targeting transformational growth through acquisition in the UK. The UK Energy Profits Levy has impacted cash generation and investment across the UK energy sector, with the Group's significant tax asset creating a relative advantage versus full tax-paying peers. With the combination of our late-life asset management expertise and this differentiated tax position, value can be created from the transfer of assets into our ownership, and I believe that EnQuest represents a credible North Sea consolidator. As such, I am confident there will be further opportunities for EnQuest to add significant value-accretive production and cash flow to the portfolio as other operators continue to shift their focus from the UK.

Fuelling the Just Energy Transition

As a responsible transition operator, EnQuest is very clear that the value generated by our Upstream business is of primary focus, both in terms of cash generation and retention of the key skills, knowledge and technical expertise which are vital to a successful transition. This focus extends to decommissioning, in which EnQuest continues to demonstrate sector-leading capability and has an established position as the most prolific well plug and abandonment exponent in the North Sea. Decommissioning is a key transition activity that is becoming an ever more significant component of the competency mix for a North Sea operator, including as a key enabler in M&A discussions.

With significant decarbonisation projects underway across our production asset portfolio and at the Sullom Voe Terminal ('SVT'), the Group continues to demonstrate its commitment to internal and external emission reduction targets and to fulfilling the Board commitment to reach net zero Scope 1 and Scope 2 emissions by 2040. Under the management of Veri Energy, the Group's wholly owned subsidiary, considerable progress has been made in delivering credible and potentially material new energy and decarbonisation opportunities, primarily through repurposing existing infrastructure at SVT, a microcosm of the UK energy transition.

EnQuest is a truly just transition company, supporting net zero ambitions while continuing to meet society's energy needs. The reality is that oil and gas will remain essential for the foreseeable future, even as we implement low-carbon solutions. Our focus is on delivering that energy safely, efficiently, and with a reduced environmental footprint. A just transition is not just about technology; it is about people. The oil and gas sector supports around 200,000 jobs across the UK, and we are committed to ensuring that our workers have the skills and opportunities to thrive in the evolving energy landscape. Through targeted investment in training, reskilling, and our decarbonisation and new energy projects, we are preparing our workforce for the future while creating new opportunities in clean energy.

Furthermore, we continue to work closely with local communities, industry partners and government bodies to ensure that the transition delivers economic growth and equitable, long-term prosperity, particularly in regions historically reliant on oil and gas. The expertise that resides today within traditional oil and gas companies will deliver the energy transition, and we recognise that our skilled and dedicated workforce is our strength.

As we navigate the energy transition, we are committed to strategies that prioritise employee and community wellbeing, professional growth, and economic security. We have set ambitious, time-bound targets to reduce our emissions, consistently updating internal and external stakeholders on progress, and I was delighted to see our efforts recognised through a 'B' rating in the 2024 CDP Climate Change Survey, which places EnQuest among the sector leaders.

> "At EnQuest, we are committed to a Just Energy Transition that supports energy security, sustainability, and economic growth."

Leadership

Corporate governance is an essential part of EnQuest's operational and business framework, supporting both risk management and the Group's Core Values. We remain focused on Board and executive succession planning, with the evolution of the Group's strategy necessitating changes to align competencies more closely with its delivery. As part of the Board refresh and following shareholder approval at the 2024 Annual General Meeting ('AGM'), Jonathan Copus joined the EnQuest Board as an Executive Director, with Rosalind Kainyah MBE and Marianne Daryabegui joining the Board as Non-Executive Directors. As previously announced, Salman Malik, Rani Koya and Liv Monica Stubholt stepped down as Directors at the AGM.

With the additions of Jonathan as Chief Financial Officer and Steve Bowyer as North Sea General Manager, as well as Radzif Ahmed's expanded role in managing our growing South East Asian business, I am pleased to report Amjad is leading a strong and experienced management team, supported by a diverse and knowledgeable Board. Across the whole Group, I am impressed by the depth and breadth of our talent pool and collective focus on delivering on EnQuest's strategic aims.

Looking ahead

As we look to deliver material value-accretive growth in the UK and continued diversified growth across South East Asia, we remain confident in the resilience and repeatability of our business model, the expertise of our people, and a commitment across the organisation to deliver long-term value for our shareholders. We recognise the imperative to adapt to changing market and socio-economic dynamics and embrace the opportunities created by our operational and financial advantages.

We continue to advocate on behalf of our sector and the workers, families and communities dependent on oil and gas for their quality of life today and as part of a low-carbon future. Particularly in the UK, policymakers have the opportunity to embrace the reality that transitions take time and that, if managed in a just and orderly way, can yield significant opportunities to deliver economic growth, energy security and an effective and sustainable approach to innovation across our energy mix. EnQuest will remain at the forefront of efforts to enhance the investment climate and pursue sustainable growth, guided by our strategic vision to apply our core capabilities to create value through the transition.

Gareth Penny
Chairman

Global trends impacting our business

In shaping our strategy we consider a wide range of issues, assessing the potential opportunities and threats they pose to our business.

Macroeconomic uncertainty

Global markets impacted by volatility of the geopolitical environment. Global conflicts and government policies affecting supply/demand dynamics.

What does it mean for our industry?

Commodity prices remained within a lower but stable range during 2024, with the year largely defined by the wars in Ukraine and Gaza. 2024 also marked a significant milestone for global policy, with over 70 countries, representing more than half of the world's population, holding national elections. Energy policy emerged as one of the critical issues, with global voters assessing the success of their national energy strategies.

How are we responding?

EnQuest hedges a significant amount of its production in order to protect against downside risk, while retaining the upside during periods of increased commodity prices.

UK oil and gas fiscal regime

Further changes to the EPL have driven some operators to shift focus away from the UK North Sea, and towards more supportive geographies.

What does it mean for our industry?

Fiscal regime volatility undermines confidence and negatively impacts the investment environment. The increase in UK Energy Profits Levy ('EPL') rate from 35% to 38% and its extension to 2030, announced in the Autumn Budget, represented the fifth amendment to UK sector taxation in the last three years. The EPL has resulted in a number of industry participants accelerating their shift in focus away from the UK North Sea, with some reducing investment and others looking to depart the UK entirely.

How are we responding?

EnQuest remains committed to growing its UK business, underpinned by a differentiated operating capability and the Group's historic tax asset. These relative advantages provide the Group with a strong foundation from which to pursue value-accretive growth through acquisition, as demonstrated by recent growth in South East Asia.

Responsible and sustainable operation

Key stakeholders are increasingly demanding responsible and ethical working practices that drive positive impacts for society and manage risk.

What does it mean for our industry?

The Environmental, Social and Governance ('ESG') landscape is evolving and oil and gas companies are expected to adopt principles of environmental stewardship, resource efficiency, social responsibility and community engagement, and safety and risk management. Above all, transparency and accountability are vital.

How are we responding?

EnQuest maintains collaborative relationships with major shareholders, lenders and other key stakeholders, regularly seeking feedback on the Group's operational plans and ESG performance. Demonstrating its commitment to responsible and sustainable operations, the Group was awarded a 'B' rating in the 2024 CDP Climate Change Survey.

Climate change and carbon targets

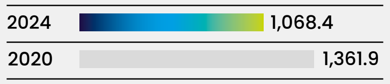
Governments, regulators and consumers are calling for the reduction of carbon-related emissions and net zero targets are coming under scrutiny.

What does it mean for our industry?

Within the oil and gas sector, a credible transition plan is effectively the licence to operate. Companies will increasingly be asked to explain how targets will be met and emphasis will be applied to reporting against interim milestone targets.

Scope 1 and 2 emissions tCO_2e

−22%



How are we responding?

EnQuest has a Board-approved target to reach net zero in terms of Scope 1 and Scope 2 emissions by 2040. The Group is progressing its transition plans and continued to progress a credible transition plan during 2024. The decarbonisation and renewable energy opportunities at the Sullom Voe Terminal add significant credibility to the Group's net zero ambitions.

The just energy transition ('JET')

The JET has risen to prominence, underscoring the shift from fossil fuels to renewables, prioritising equity and support for impacted people and communities.

What does it mean for our industry?

The transition to just energy introduces both challenges and opportunities for the sector. Companies that adapt to changing market dynamics, diversify their portfolios, and embrace sustainable practices will be better positioned to thrive in a low-carbon future. Investors are increasingly considering ESG factors in their investment decisions and companies will face issues in attracting investment if they are perceived as being incompatible with sustainability goals.

How are we responding?

The Group recognises the evolving energy landscape and is committed to leading a Just Energy Transition, ensuring that our workers, the communities we serve, and our stakeholders benefit in the process.

Read more in the Financial review **see Page 34**

Delivering operational excellence

Our growth strategy is underpinned by the belief that we can deploy our expertise to create value across the asset life cycle.

Chief Executive
Amjad Bseisu

Production
Boepd

40,736

Group liquidity[1] at 31 December 2024
$ million

474.5

1 Cash and available facilities. See Glossary – Non-GAAP Measures on Page 189

"We are value-led and committed to playing our part in a just and sustainable transition, with our people and our communities at its heart."

Overview

EnQuest is an expert in managing assets in mature basins. We do this by improving operational uptime, lowering costs and extending asset life. At the end of an asset's economic life, we either safely decommission it or repurpose it for a low carbon future.

Across the UK North Sea and South East Asia, we operate c.96% of our 2P reserves. This means we have strong control over how we deploy our people and capital. Our focus is to invest in maintenance and low-cost, fast-payback opportunities that diversify production, help manage natural field declines, lower costs and reduce emissions. We have been careful to enter these assets with financial agreements that minimise our exposure to decommissioning costs.

Delivering diversified growth is central to our strategy. In the UK North Sea, we remain focused on utilising our core operational skills and advantaged tax position to deliver a deal that propels us into the top tier of producers. This will expand the Group's cash flow, enabling us to boost shareholder distributions and accelerate our growth in South East Asia.

Since ending 2024, we have grown our cash and available facilities to $549.0 million as at 28 February 2025. This provides a strong foundation from which to transact, and we are focused on 2025 as a year of transformational delivery.

Market conditions

In 2024, wars in Ukraine and Gaza intensified and over 70 countries, representing more than half of the world's population, held national elections.

Despite this complex geopolitical mix, oil prices were lower but relatively stable, with Brent averaging $80.5/bbl.

In the UK, the Labour Party entered power following the General Election with a strong majority and a manifesto pledge to tighten fiscal conditions in the UK North Sea, despite the UK being the only country in the world to maintain a windfall tax on oil and gas producers in 2024. The new government used its first Budget Statement to increase the Energy Profits Levy ('EPL') rate to 38% and extended its duration to 31 March 2030. This was the fifth material amendment to UK sector taxation in the last two and a half years. Such volatility undermines North Sea investment and impacts jobs and equipment that are essential to delivering the UK's transition ambitions.

As more industry participants accelerate their shift in focus away from the UK North Sea, we retain the view that a significant proportion of UK production is transactable, and we are clear in our desire to be a sector consolidator. Our significant tax loss position and the impact of the EPL on marginal tax rates means that the transfer of assets to EnQuest ownership would increase their relative value to a multiple of that in the hands of existing owners. The combination of this relative tax advantage and our differentiated operating capability, including demonstrable decommissioning expertise, make EnQuest the right operator to maximise the value of mature assets in the North Sea.

EnQuest has a track record of demonstrating resilience, creativity, and adaptability, and can generate opportunities in such circumstances. Having consistently delivered against production, operational and cost targets, we have generated material-free cash flows across recent years, even during periods of significantly reduced commodity prices.

This commitment to delivery, against the backdrop of a challenging UK fiscal environment, has seen us reduce EnQuest net debt by more than $1.6 billion since its peak. With no outstanding debt maturities until 2027, now is the time for EnQuest to build on that strong foundation as we look to deliver material growth in the UK and accelerate the value of our significant UK tax asset.

Exceptional operating performance

In 2024, EnQuest delivered production efficiency of c.90% across its operated portfolio, production averaging 40,736 Boepd (2023: 43,812 Boepd). 80% of this production originated from the UK North Sea and 88% of Group output was oil.

With 88% production efficiency, our North Sea assets again significantly exceeded the industry's average basin performance (c.77%). Given EnQuest's focus on late-life assets, this is a standout achievement.

The Kraken field continued to perform at the very top of the production efficiency for floating hubs, the FPSO's 95.5% production efficiency exceeding North Sea average efficiency by c.25%.

High levels of uptime at Magnus were offset by minor delays to the five-yearly rig recertification, which in turn delayed the start-up of several new wells. The field also suffered an outage on third-party infrastructure in the fourth quarter of 2024. To mitigate this, the Group designed and executed a well optimisation campaign that added over 1,000 Boepd of incremental production.

Production efficiency in Malaysia averaged 94% and production totalled 8,149 Boepd (10% up on 2023). This was underpinned by three new infill wells and strong domestic demand for associated Seligi 1a gas, for which EnQuest receives a handling and delivery fee.

EnQuest is successfully delivering against a key component of its strategy by delivering diversified growth, with successive South East Asian transactions, that provide geographic and commodity diversification within the portfolio. Our entry into Vietnam through the Block 12W acquisition and extending our Malaysian footprint with the expansion of our Seligi gas agreement and the DEWA PSC award are all underpinned by EnQuest's differentiated operating capability and our ability to deploy our expertise to create asset value. As EnQuest continues to work towards a transaction in the UK North Sea and further potential new country entries in South East Asia, these agreements underline our commitment to growth, a disciplined approach to M&A, and a strategy to deploy capital where we see the most favourable returns.

All figures quoted are in US Dollars unless otherwise stated.

EnQuest's Kraken FPSO

EnQuest net debt[1] at 31 December 2024
$ million

385.8

2025 pro forma production guidance[2]
Boepd

40,000–45,000

At the other end of the lifecycle of our asset portfolio, EnQuest plugged and abandoned ('P&A') another 22 wells, and the Group remains on track to complete well P&A work on both Heather and Thistle in 2025. Although we have delivered more than 35% of the total well P&A work in the North Sea over the last three years, our exposure to the cost of this work remains one of the lowest in the basin, as these costs have mostly been left behind with the original owners of the assets. We continue to deliver P&A activities at a per well cost that is significantly below the North Sea Transition Authority ('NSTA') industry benchmark, and in recognition of our decommissioning expertise, in 2024 Shell transferred to EnQuest its decommissioning management role of the Greater Kittiwake Area.

Having produced c.14 MMboe of hydrocarbons in 2024, we almost fully replaced these volumes through 2P reserve additions in South East Asia, with Group 2P reserves totalling 168.6 MMboe at 31 December 2024 (2023: 174.9 MMboe). 2C resources also remained robust, totalling c.354 MMboe, Bressay and Bentley each holding more than 100 MMboe of net resource.

Post the period end, EnQuest added a further 7.5 MMboe of 2P and reserves and 4.9 MMboe of 2C resource through the acquisition of Harbour's Vietnam operations.

Financial performance

The Group's continued solid financial and operating performance in the period drove further strengthening of EnQuest's balance sheet and enabled the focus of the business to pivot to shareholder distributions and growth.

We reduced our EnQuest net debt by a further $95.1 million, to $385.8 million (31 December 2023: $480.9 million) and we were delighted to execute our first shareholder return programme, repurchasing $9.0 million of capital via a share buyback.

Lower commodity prices, production and the Magnus crossover gas component reduced Group revenue to $1,180.7 million (2023: $1,487.4 million). The Magnus crossover gas also drove a reduction in cost of sales, with production costs flat year-on-year. Adjusted EBITDA fell by 18.5%, to $672.6 million (2023: $824.7 million) but EnQuest's effective tax rate fell to 43.7% (2023: 113.3%) due to the recognition of additional carried forward tax losses. As a result, the Group reported a post-tax profit of $93.8 million (2023: $30.8 million loss).

Capital expenditure in the period rose to $252.9 million, primarily relating to the Magnus five-yearly rig recertification, Golden Eagle drilling, decarbonisation projects at SVT, and the emission-reducing Magnus Flare Gas Recovery project (2023: $152.2 million). Decommissioning expenditure totalled $60.5 million (2023: $58.9 million). In the period, we also received repayment of a vendor loan that was provided to RockRose as part of the 2023 Bressay farm-down.

We used our financial strength to make $130.6 million of net repayments on our loans and borrowings (2023: $237.1 million), repaying our RBL facility in full ($140.0 million) in Q1 2024 and, in Q4 2024, repaying the entire $150.0 million term loan facility through a $160.0 million tap of EnQuest's high yield bond, which has simplified transaction-ready access to our RBL.

Following the RBL redetermination process at the end of 2024 and with no further drawdowns in the first quarter of 2025, $237.1 million of the RBL facility remains available to EnQuest for future drawdown.

We understand the importance of distributions to our shareholders and, having ended 2024 with a strong financial position, EnQuest is pleased to propose its maiden dividend, which for 2025 will be 0.616 pence per share, equivalent to c.$15 million.

Environmental, Social and Governance

Against the 2018 baseline established by the NSTA's North Sea Transition Deal, we have reduced our absolute UK Scope 1 and Scope 2 emissions by over 40%, providing a strong foundation for our commitment to reach net zero in Scope 1 and Scope 2 emissions by 2040.

Work continues to decarbonise existing portfolio infrastructure. Examples of these initiatives include the Magnus Flare Gas Recovery project, which was sanctioned in 2024, and development of the Bressay gas cap, for which we target regulatory approval later this year. At the Sullom Voe Terminal ('SVT') on Shetland, we are progressing two significant projects: the New Stabilisation Facility ('NSF') and the long-term power solution, which together will reduce SVT's carbon footprint by c.90%.

Under the management of Veri Energy, a wholly owned subsidiary of EnQuest, we are also supporting the UK's transition ambitions by progressing several scalable renewable energy and decarbonisation projects.

1 See Glossary – Non-GAAP Measures on Page 189
2 This includes pro forma Vietnam volumes

> "Our top quartile operating capability and differentiated tax position make EnQuest the right operator to maximise the value of mature assets in the North Sea and beyond."

EnQuest operates the Sullom Voe Terminal on Shetland, which is the focus of the Group's decarbonisation and renewable energy projects.

The health, safety and wellbeing of our employees remains our top priority. In 2024, our Lost Time Incident ('LTI') performance fell short of our expectations and was out of line with the Group's recent safety record. EnQuest aims to be in the upper quartile for safety performance and is working closely with all contractors to ensure that everyone working at our sites is aligned with EnQuest's commitment to SAFE Results.

2024 saw a number of changes to the EnQuest Board, with Jonathan Copus, our Chief Financial Officer, formalising his Board position and Rosalind Kainyah MBE and Marianne Daryabegui joining the Board as Non-Executive Directors. With Salman Malik, Rani Koya and Liv Monica Stubholt stepping down as Directors at the Annual General Meeting ('AGM'), I would like to thank them for their diligent contributions to EnQuest over the years. I look forward to working with the refreshed Board as we execute our growth strategy.

2025 performance and outlook

In 2025, our focus is to maximise the value of our existing assets, while using our operating expertise and advantaged UK tax position to grow our business through acquisition. Success in these goals is expected to deliver a step-change in our operations, which will expand cash flow and enable us to boost shareholder distributions and accelerate our growth in South East Asia.

Group production to the end of February from the current portfolio, excluding Vietnam, was 43,037 Boepd. At the same date, following the Group's year-end RBL redetermination, cash and available facilities had risen to $549.0 million.

Our full-year 2025 net production guidance of between 40,000 and 45,000 Boepd includes pro forma volumes from our Vietnam acquisition (due to complete during the second quarter of 2025) and the expected impact of drilling and well work at Magnus and PM8/Seligi.

Pro forma operating costs are expected to be c.$450.0 million, while capital expenditures are expected to be c.$190.0 million. Decommissioning expenditures are expected to total c.$60.0 million.

In 2025, we are working to advance several important projects toward Final Investment Decisions ('FID'). Development of Bressay's gas cap will lower Kraken costs and emissions, whilst de-risking the pathway to development of significant oil volumes on the Bressay and Bentley fields (together c.250 MMboe of the Group's 2C Resources).

Following encouraging testing, we also aim to progress the Kraken Enhanced Oil Recovery ('EOR') project to a FID within the next 12 months. Initial estimates suggest that this has potential to unlock 30 to 60 MMbbls gross of additional recoverable oil.

Our position as a top quartile operator, alongside our advantaged UK tax position, enhances our M&A credentials as a responsible owner and operator of existing assets and infrastructure as we transition to a lower-carbon energy system, offering our people long-term opportunities. We also believe that our core capabilities and top quartile operating performance can be replicated and deployed across other geographies as we continue to grow and diversify internationally.

Reflecting on 2024, I am proud of the resilience, adaptability, and commitment that have defined our performance. Despite a dynamic and volatile global energy landscape, EnQuest has delivered diversified growth, demonstrated operational excellence, and returned capital to our shareholders. Our employees remain the cornerstone of our success and, together, we recognise the responsibility we share in shaping the future of energy.

As we look to execute a transformative transaction in the UK, and further diversification of our portfolio, we will continue to be guided by a commitment to generating value for our shareholders.

Amjad Bseisu
Chief Executive

Our strengths
How we are differentiated

EnQuest is a top quartile operator, primed for growth

EnQuest is a top quartile operator through the life cycle of maturing hydrocarbon assets, and its compelling decarbonisation and renewable energy strategy is anchored in its unique infrastructure position and strong engineering and subsurface capability.

Distinct skills and capabilities

Top quartile performance across developments, wells, operations, decommissioning and technical support functions

Transferable capabilities that can be deployed across all aspects of the portfolio, different geographies and decarbonisation and renewable energy opportunities

Highly skilled, dedicated teams with strong technical credentials

Average asset production uptime during 2024

90%

Industry-leading sustainability credentials, with focus on safety

Board-supported commitment to reach net zero with regard to Scope 1 and Scope 2 emissions by 2040; ten years ahead of UK national target

UK Scope 1 and Scope 2 emissions reduction of 40% versus 2018 baseline. EnQuest performance tracking significantly ahead of North Sea Transition Deal targets

Lost time incident frequency of 1.55 in 2024. UK average is 1.63

Reduction in UK Scope 1 and Scope 2 emissions versus 2018 baseline

40%

Uniquely positioned to capitalise on transition projects

EnQuest has an exclusive right to develop renewable energy and decarbonisation projects at Sullom Voe Terminal

Veri Energy, a wholly owned EnQuest subsidiary, provides dedicated management of projects

EnQuest will provide support in a capital-light manner, while enabling Veri Energy to leverage support from financial and strategic partnerships

Total anticipated annual carbon storage potential from CCS project

10mtpa

Differentiated UK tax positioning

EnQuest holds significant recognised UK tax loss position of c.$2.1 billion as at 31 December 2024

The UK Energy Profits Levy enhances EnQuest's relative tax advantage versus full tax-paying peers

EnQuest plans to accelerate tax loss benefit through acquisition of value-accretive assets, with immediate M&A focus in the UK

Comparative cash flow due to tax advantage[1]

2.8x

1 Based on a full UK taxpayer retaining 22% post-tax income vs EnQuest retaining 62% post-tax income given CT/SCT tax loss position

Track record of delivering accretive acquisitions

Since inception, EnQuest has extended the economic lives of all nine operated assets

Asset acquisitions have typically achieved payback within 12-18 months

Entrepreneurial, innovative approach taken to structure past deals with limited upfront consideration and focus on value

Life extension achieved at Magnus, PM8/Seligi and Dons following acquisition

10+yrs

Read more in the Operating Review on **Page 20** and the Financial review on **Page 34**

Key updates for 2024

1 Upstream

Managing assets to optimise and grow production while exercising cost control and capital discipline

Read more in the Operational review see **Page 20**

Progress in 2024

- Production of 40,736 Boepd
- Top quartile production efficiency delivered across operated portfolio
- Delivery of diversified growth through expansion of Seligi gas agreement and award of DEWA Production Sharing Contract award in Malaysia

Objectives for 2025

- Production guidance of 40,000 to 45,000 Boepd, including pro forma Vietnam volumes
- Multi-well drilling and wellwork programmes at Magnus and at PM8/Seligi
- Progress Kraken Enhanced Oil Recovery project to final investment decision within 12 months

2 Midstream and Veri Energy

Repurposing existing infrastructure to deliver new energy and decarbonisation opportunities at scale

Read more in the Operational review see **Page 20**

Progress in 2024

- Midstream team progressing two major infrastructure projects at SVT. Together, these projects are expected to reduce terminal emissions by 90%
- Veri Energy supporting the UK Government's Clean Power 2030 Action Plan and delivering against the Scottish Government's Energy Strategy and Just Transition Plan
- Received grant funding from UK Government's Net Zero Hydrogen Fund to support e-fuels study work

Objectives for 2025

- Complete New Stabilisation Facility right-sizing project
- Progress onshore wind project to Final Investment Decision

3 Decommissioning

Safely and efficiently executing decommissioning activities

Read more in the Operational review see **Page 20**

Progress in 2024

- Plug and abandonment ('P&A') of 22 wells completed across Heather and Thistle projects
- Per North Sea Transition Authority review data, EnQuest probabilistic average cost per well P&A is £2.8 million – significantly lowering sector average
- Validation of decommissioning credentials with Shell transferring its Greater Kittiwake Area decommissioning management role to EnQuest

Objectives for 2025

- Complete well P&A campaigns at both Heather and Thistle
- Continue planning work ahead of heavy lifts during 2026 and 2027

4 Financial

Continuing to reduce debt while pursuing selective, capability-led and value-accretive acquisitions

Read more in the Financial review see **Page 34**

Progress in 2024

- Full repayment of reserve based lending facility ('RBL')
- Executed successful $160.0 million tap of high yield bond; process over-subscribed and priced above par at 101.0%
- Repaid $150.0 million term loan facility, simplifying access to transaction-ready liquidity
- Group liquidity at 28 February 2025 of c.$550 million

Objectives for 2025

- Focus on executing transformative UK transaction, following delivery of diversified growth in South East Asia
- Continue to de-leverage the Group's balance sheet through disciplined capital allocation
- Execute shareholder return programme

Update on operations

We continue to demonstrate differentiated, top quartile operating capability across the transition asset life cycle.

General Manager, North Sea
Steve Bowyer

2024 saw the Group deliver 90% production efficiency across its operated portfolio. EnQuest is proud of its differentiated operating capability, with its foundation in late-life asset management expertise and expansion to include sector-leading decommissioning performance.

The Group is committed to optimising all of the assets we operate and has a strong track record in extending the life of mature oil and gas fields. We do this by applying focus to maintenance, key production equipment and through the high-quality execution of drilling and well intervention work.

We are also focused on the decarbonisation of our portfolio and have several projects in flight at Magnus, Kraken and the Sullom Voe Terminal ('SVT'), aimed at significantly reducing the Group's carbon footprint and delivering an improved long-term operating cost base. These components are key to ensuring our operations continue to thrive in an evolving regulatory environment.

All the skills outlined above are transferable across our business and can be deployed as we grow, in both the UK and in South East Asia, and as we right-size and repurpose existing infrastructure to create a decarbonisation and renewable energy hub at SVT.

2024 Group Production
Boepd

40,736

-7%

2023: 43,812

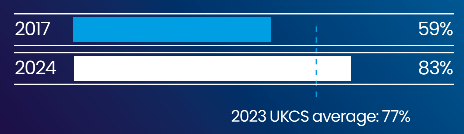
Transition in action

Late-life asset management expertise

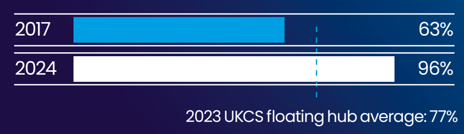
Group operated production efficiency

90%

Magnus production efficiency



Kraken production efficiency



See more on **Page 22**

In delivering production uptime of 90% across its operated portfolio during 2024, EnQuest achieved a level of performance which sits at the very top end of the UK North Sea sector.

The latest available benchmarked data from the North Sea Transition Authority ('NSTA') shows that production efficiency across the UKCS is 77%. EnQuest's UK operated asset uptime was 88%.

Further, the NSTA UKCS production efficiency for floating hubs is 71%. At 95.5% production efficiency, EnQuest's Kraken FPSO beats that by almost 25%.

This exemplary uptime performance extends to the Group's South East Asia business, with 94% uptime at PM8/Seligi.

UK Upstream

UK upstream operations continue to deliver top-quartile production efficiency performance across the portfolio.

Director, Upstream Assets
Fergus Kulasinghe

UK Upstream operations[1]
Daily average net production
Boepd

32,587

-10%

2023: 36,375

1 Includes Magnus, Kraken, Golden Eagle, the Greater Kittiwake Area including Scolty/Crathes and Alba

UK operated production efficiency

88%

2023: 86%

2024 UK operations performance summary

Production of 32,587 Boepd across EnQuest's UK upstream assets was underpinned by strong production efficiencies across the portfolio and the Group's investment in low-cost, quick-payback well work and production optimisation, partially offsetting the impact of natural field declines.

Kraken

2024 performance summary

The Kraken Floating, Production, Storage and Offloading ('FPSO') facility delivered an exceptional production efficiency of 96% (2023: 86%) and water injection efficiency of 95.5% (2023: 85%) for the year, resulting in average 2024 net production of 12,759 Boepd (2023: 13,580 Boepd). This is a testament to the focus and collaboration between the EnQuest and Bumi Armada operational teams, delivering production efficiency performance that is 24.5% above the industry average benchmark for floating hubs (as measured against the latest North Sea Transition Authority data).

The Kraken maintenance shutdown was completed in ten days (six days full shutdown and four days on single train operations). This work included the five-yearly FPSO swivel inspection.

The Group continues to optimise Kraken cargo sales through the shipping fuel market. Kraken oil is a key component of International Maritime Organization ('IMO') 2020 compliant low-sulphur fuel oil and, avoiding refining-related emissions.

2025 outlook

The asset team is focused on maintaining best-in-class FPSO production efficiency through focused investment in maintenance and reliability activities. Work is ongoing to mature the Kraken Enhanced Oil Recovery ('EOR') project to a Final Investment Decision ('FID') within the next 12 months. EOR represents a material upside to Kraken's value, with base case incremental recoverable oil estimates of 30 to 60 MMbbls gross.

The EnQuest team is advancing a gas import project that involves the subsea tie-back of a Bressay gas well to the Kraken FPSO. By establishing an alternative fuel supply to the diesel currently used to power Kraken operations, this project has the potential to drive a step change reduction in FPSO emissions and operating costs. It is anticipated that the Bressay gas well can be drilled as part of an expanded well programme, alongside the resumption of drilling at Kraken and a subsea well plugging and abandonment programme.

With c.33 MMboe of 2C resources, the Group remains well positioned to pursue infill drilling opportunities in the main Kraken field reservoir. Plans for these activities will be advanced in parallel with the EOR project. In 2025, Kraken production will be subject to natural field decline and the impact of a 15-day maintenance shutdown planned in the third quarter of the year.

Magnus

2024 performance summary

In 2024, Magnus celebrated 40 years of operations. Asset production efficiency was 83% (2023: 88%) and the annual maintenance shutdown was completed in 18 days (versus the original 21-day plan) with all major scopes executed. The shutdown involved 10,000 man-hours of work being completed with zero lost-time incidents.

Production of 14,173 Boepd was 11% lower than 2023 (15,933 Boepd), due to a break in the infill drilling programme to accommodate the five-yearly rig recertification scope which was undertaken in the first half of the year, and incurred minor delays. Some of the planned well intervention also required rig remediation, which resulted in wells being offline for longer than originally planned. The Magnus team partially offset these losses through a successful gas lift optimisation campaign (which added incremental production of 1,000 Boepd) and through improving water injection sweep (which delivered a 2% reduction in overall Magnus field water cut through the year). In the fourth quarter, an unplanned outage of the Magnus subsea isolation valve within third-party-operated export infrastructure shut in all system users, including Magnus production. Production was reinstated within seven days following a collaborative response by all users with EnQuest operating the repair activities.

EnQuest remains focused on the efficient management of key Magnus topside infrastructure and targeted investment to optimise equipment reliability, reduce obsolescence and continue to deliver top quartile operational uptimes.

2025 outlook

The Group plans to execute an infill drilling programme and production-enhancing well intervention campaign at Magnus. The asset team is also focused on enhancing water injection and reservoir sweep, including progressing the conversion of a high water cut production well to water injection. This is expected to increase reservoir pressure and boost production. Looking beyond this programme of work, Magnus 2C resources of c.28 MMboe offer additional significant low-cost, quick-payback drilling and well intervention opportunities.

The Group plans a two-day production outage in the third quarter of 2025, aligned to a planned maintenance shutdown in third-party operated export infrastructure. The asset team is also progressing the Ninian bypass project towards FID in 2025. This involves the subsea bypass of the Ninian Central Platform which is planned for cessation of production in 2027. Alongside ongoing work at the Sullom Voe Terminal on the New Stabilisation Facility, this project will secure a long-term export pathway for Magnus oil.

Following the initiation of the Magnus Flare Gas Recovery project in Q4 2024, engineering work will continue in 2025. This project demonstrates EnQuest's commitment to the decarbonisation of its portfolio.

Greater Kittiwake Area

2024 performance summary

At the Greater Kittiwake Area ('GKA'), 2024 production averaged 2,009 Boepd (2023: 2,412 Boepd), largely in line with expectations. Solid operational performance in the year was underpinned by production efficiency of 77% (2023: 83%) and included the efficient completion of the planned maintenance shutdown.

2025 outlook

EnQuest and its partners are focused on extending field life and executing an efficient glide path to decommissioning, including plans for early plugging and abandonment of platform wells prior to cessation of production. This process will be managed in full by EnQuest, with Shell transferring its decommissioning operator role to EnQuest during 2024. A 14-day maintenance shutdown is planned at GKA during Q3 2025.

Non-operated North Sea assets

2024 performance summary

2024 production across the Group's non-operated UK interests averaged 3,646 Boepd (2023: 4,450 Boepd). The 2023/24 platform drilling programme at Golden Eagle concluded in August 2024. Two of the three planned producers were successfully brought online alongside the planned water injector, although overall production rates were below expectations.

At Alba, performance continued in line with the Group's expectations.

2025 outlook

At Golden Eagle, a 15-day shutdown is planned during the third quarter. The operator also plans to execute well intervention work in the form of mud acid stimulations in June.

At Alba, a more extensive shutdown of 28 days is planned.

Kraken EOR

The Kraken asset has established a track record of exemplary production efficiency performance over several years, and EnQuest is focused on optimising the next phase of Kraken production operations. In doing so, the EnQuest team is progressing a proof-of-concept workstream for an Enhanced Oil Recovery ('EOR') project, consisting of a polymer flooding programme with the aim of proving the technology and increasing oil production rates.

EOR has the potential to deliver a material upside to the existing Kraken base reservoir performance, with initial estimates of 30 to 60 MMbbls gross of additional recoverable oil.

A critical component of the project is the selection of the polymer for injection into the reservoir; the compound selected must be compatible with the entire production system, from reservoir to topsides. A focused in-house project team is progressing a rigorous testing and analysis programme to ensure that the correct polymer and target injection location are selected for Phase 1 of the EOR project.

The project team is undertaking a holistic process review of Kraken topside separation, water treatment, injection and production systems to identify and mitigate process risks. This review will inform the design, engineering and assurance of a suitable deployment programme. Injection modelling has also been completed to optimise the initial execution phase, comparing deployment into a single well or full drill centre.

It is anticipated that the polymer specification and deployment strategy for the initial phase will be determined during 2025. This will enable the project team to focus on the engineering and planning activities ahead of a final investment decision and initial polymer deployment in late 2025 or early 2026.

South East Asia

EnQuest celebrated ten years of successful operations in Malaysia with another strong production operations performance.

General Manager, South East Asia
Radzif Ahmed

Malaysia operations[1]
Daily average net production
Boepd

8,149

+10%

2023: 7,437

1 Includes 1,978 Boepd of associated Seligi gas production

Malaysia production efficiency

94%

2023: 90%

PM8/Seligi, Malaysia

2024 performance summary

In 2024, EnQuest was awarded two accolades at the Malaysia Upstream Awards, including Operator of the Year and Excellence in HSE. To be recognised in this way by PETRONAS was extremely gratifying and is testament to the work undertaken across the EnQuest Malaysia team.

Malaysian production averaged 8,149 Boepd, 10% higher than 2023. This increase was driven by continued operational excellence and production efficiency of 94% (2023: 90%), benefitting from the availability of all compression units throughout the year. 2024 volumes include 1,978 Boepd associated with Seligi 1a gas, to which Petronas holds the entitlement, and EnQuest receives a gas handling and delivery fee.

The team successfully executed a three-well infill drilling programme during 2024, with realised production rates in line with expectations. Three well workovers were also completed, and the Group continued work on the PM8/Seligi idle well restoration programme. Six wells were plugged and abandoned in accordance with the planned decommissioning programme. The 2024 shutdown was completed during the third quarter of 2024, with all critical integrity and maintenance works, including a turbine control panel upgrade, delivered on schedule.

EnQuest continued its excellent HSE performance in Malaysia during 2024, reaching the milestones of two years and 4.9 million man-hours worked without a lost time incident.

2025 outlook

The Group plans to drill four infill wells during 2025, targeting undrained oil in step-out areas of the main reservoir and undeveloped minor reservoirs. The asset team is also targeting delivery of a well workover, with eight wells to be plugged and abandoned. The drilling rig and workover unit will mobilise during the first quarter of the year.

A two-week shutdown at PM8/Seligi to undertake asset integrity and maintenance activities is planned for the summer, which will help to improve reliability and efficiency at the field.

EnQuest has significant 2P reserves and 2C resources of c.36 MMboe and c.28 MMboe, respectively, with future multi-well annual drilling programmes planned. The Group continues to work with the regulator to assess the opportunity to develop the additional gas resource at PM8/Seligi to meet forecast Peninsular Malaysia demand.

Malaysia growth

Delivering portfolio diversification

Building on a decade of successful operations in Malaysia, EnQuest was awarded the DEWA Production Sharing Contract ('PSC') and will be the operator of the block with the largest participating interest of 42.0%.

The DEWA PSC consists of 12 discovered fields in an area c.50 kilometres off the coast of Sarawak, in water depths of 40 to 50 metres. The block is in a proven hydrocarbon area containing undeveloped discoveries, providing low-cost development options to provide gas supply into the Sarawak gas system.

Within the initial two-year pre-development term of the PSC, EnQuest and its partners will complete a resource assessment and submit a Field Development and Abandonment Plan for the cluster of fields, which could hold up to 500 Bscf of gas in place, with the potential to deliver production of c.100 mmscf per day (c.18 Kboed).

In addition, the Group was awarded an expansion to its Seligi gas agreement, with the award to develop an additional 155 Bscf (c.27 million barrels of oil equivalent) of non-associated Seligi field gas resources.

The agreement enables EnQuest and its partners to develop and commercialise the non-associated gas resources in the PM8E PSC contract area and, in line with expected demand, supply around 70 mmscf per day of sales gas. With a 50% equity share, this represents c.35 mmscf per day net to EnQuest, which equates to c.6,000 Boepd.

EnQuest will produce the additional gas by modifying its existing infrastructure, with low levels of development capex required to deliver new volumes into the Peninsular Malaysia gas system, helping the nation meet its increasing energy needs. With first gas from the project expected in 2026, these volumes will increase the gas component of EnQuest's production, which aligns to the Group's strategic aim to reduce its overall carbon intensity.

Delivering diversified growth – Vietnam new country entry

In January 2025, EnQuest signed a Sale and Purchase Agreement to acquire Harbour Energy's business in Vietnam, which includes the 53.125% equity interest in the Chim Sáo and Dua production fields. This transaction aligns with the Group's strategic aim to grow its international operating footprint by investing in fast-payback assets, with low capex and reduced carbon intensity.

The transaction has an effective date of 1 January 2024 and is scheduled to complete during the second quarter of 2025. The headline value of the transaction is $84 million and, net of interim period cash flows, the consideration to be paid by EnQuest on completion is expected to equal c.$35 million. This fully staffed new country entry expands the Group's South East Asian footprint beyond Malaysia, where EnQuest recently celebrated ten years of successful operations.

EnQuest will operate the Chim Sáo and Dua fields ('Block 12W') from completion, deploying its proven late-life and FPSO asset management expertise to maximise value and progress discovered resources into reserves.

Block 12W is made up of three producing oil and gas fields; Chim Sáo, Chim Sáo North West and Dua, located in the Nam Con Son Basin, approximately 400km south west of Vung Tau, Vietnam. As at 1 January 2025, net 2P reserves and 2C resources across the fields total 7.5 million Boe and 4.9 million Boe, respectively. Block 12W production has responded positively to the drilling of three infill wells during 2023 and a series of well interventions undertaken in 2023-2024, with the combined impact of these scopes contributing c.3.0 MMboe to 2P reserves at 1 January 2025.

Net production in 2025 is forecast to average c.5.3 kboepd, with further significant upside potential relating to well intervention performance. Oil (c. 73% of output) is high quality and has historically realised a c.10% premium to Brent. Gas is commercialised via an Associated Gas Gathering Agreement. Field volumes are produced at a life of field asset breakeven of c.$40 per Boe, with minimal capital requirements and a decommissioning liability that is covered via a PSC fund. The resulting free cash flow underpins Chim Sáo and Dua's value, making them strong anchor assets for EnQuest's entry into Vietnam.

The Block 12W Production Sharing Contract runs to November 2030, with an opportunity to extend the contract. Additional Block 12W prospectivity is spread across gas discoveries and several additional targets; potential upside that EnQuest intends to investigate.

As a country, Vietnam has significant potential for oil and gas development beyond its established 4.4 billion Boe reserves, with an increase in exploration in the hydrocarbon-rich South China Sea driving projects which seek to replace the production from mature offshore fields. In addition, there is significant opportunity for late-life asset managers, such as EnQuest, to acquire producing assets as established operators have PSCs nearing their end dates.

Decommissioning

2024 saw EnQuest further cement its capability as a leading North Sea decommissioning operator; applying our learning to deliver performance well ahead of industry benchmarks.

Decommissioning Director
John Allan

Heather: successfully abandoned

11

wells; while Thistle executed

11

wells, with partial completion of a further well by year end

Performance summary

For EnQuest's dedicated decommissioning team, 2024 represented another year of sector-leading delivery; further enhancing the Group's strong track record of executing multi-asset abandonment campaigns. With the majority of well plug and abandonment ('P&A') activity completed significantly faster and cheaper than sector averages, the Thistle and Heather project teams are focused on the culmination of the respective projects. Work is underway ahead of the 2025 preparation and removals programmes at these two major North Sea platforms.

Recognising EnQuest's ability to deliver SAFE Results, exemplary decommissioning performance and cost and schedule efficiencies, the Greater Kittiwake Area ('GKA') joint venture has appointed EnQuest as operator for the full GKA decommissioning scope, with Shell transferring its decommissioning management role to EnQuest. The GKA infrastructure is expected to continue production into the late 2020s, with EnQuest proactively planning for well P&A activity to be completed alongside asset production. This approach will result in a managed glidepath for the asset and will help EnQuest to optimise the post-cessation of production decommissioning programme.

Well decommissioning

At both the Heather and Thistle fields, the extensive programme of well P&A continued at pace throughout the year. The Thistle team successfully abandoned 11 wells during 2024, with a further well nearing completion at year end. At Heather, 11 wells were completed by year end, resulting in the completion of all abandonment work to Phase 2 and the commencement of the final well decommissioning scope, Phase 3 conductor recovery.

In addition to the completion of 22 well abandonments across the two platform rigs, the Thistle project team continued to implement a third activity string, in the form of a conductor pulling unit ('CPU') to execute the recovery of conductors on available wells. This resulted in a further 17 wells being abandoned to the final stage of the well P&A process, taking Thistle to a total of 24 wells fully abandoned.

Both the Thistle and Heather project teams are targeting completion of their well P&A campaigns during 2025.

The Heather team aims to permanently disembark the platform in the second quarter of 2025, while Thistle is scheduled for disembarkation early in 2026. Both projects remain in line with the respective removals contract dates, with Heather topside removals commencing during 2025 and Thistle topside removals scheduled in 2026.

Throughout 2024, EnQuest has also progressed planning and engineering work on the subsea wells at Alma Galia, Dons and Broom, while continuing to discuss the future work programmes with the North Sea Transition Authority.

Preparation for removal

Alongside the completion of Phase 1 and Phase 2 abandonment work, the Heather project team successfully completed the flushing of the gas import and oil export pipelines, the cutting and laydown of the five Broom flexible risers and, through close collaboration with Allseas, ensured the safe execution of all platform preparatory works on Heather. This primarily involved the welding of necessary lifting points underdeck and separation of topsides pipework from the jacket to support future topsides removal.

The Heather team is fully focused on safe disembarkation of the asset, with the key scope being the completion of the topsides cleaning and utility rundown. This will be followed by the necessary leg-cutting works before the arrival of the Pioneering Spirit heavy lift vessel during the summer of 2025 to lift and remove the topsides and transport to Denmark for safe disposal.

At Thistle, the project team continued to demonstrate its capability to deliver multiple key scopes simultaneously. EnQuest and Saipem teams have worked closely together, progressing engineering and planning for the nine-month pre-disembarkation preparation phase in 2025 and the future topside and jacket heavy lift campaigns. An extensive module void inspection campaign was successfully completed which involved accessing, inspecting and clearing 43 void spaces. Subsea campaigns were also completed covering essential inspection, repair and maintenance activities and preparatory work for future conductor removal activities using bespoke tooling developed with the subsea contractor.

Excellence in decommissioning

Thistle Well A33 – A unique abandonment challenge

Thistle well A33 abandonment presented significant challenges for the Thistle decommissioning team in 2024. The well was previously suspended in 2012, due to the poor condition of the production tubing, utilising a product called 'Sandaband' which is an unconsolidated plugging material that, when pumped into the wellbore becomes a gas tight deformable solid. The well's structural integrity was additionally compromised by a severely corroded 30" conductor, placing an urgency on the team to complete the well abandonment prior to the upcoming winter storms.

The main challenge was the removal of the significant volume of Sandaband and recovery of the production tubing so the well could be permanently abandoned. The solution involved using a range of tools and techniques normally reserved for coil tubing workover operations but in this case deployed from the Thistle drilling package and utilising the rig's own well control equipment. This approach, which was the first such Sandaband cleanout in the UKCS, required diligent engineering, planning and fabrication of new equipment to ensure a safe and efficient operation that was commended internally within EnQuest but also externally by our JV Partners.

Despite taking longer than the original estimated duration, 59 days of operations leading to a successful Phase II abandonment, this was considered a major success given the significant issues encountered by the Team. Subsequent operations to recover the 20" surface casing and the compromised 30" conductor were completed by the Thistle Conductor Pulling Unit and A33 was fully decommissioned in June 2024.

Underdeck scaffold removal and key topside modifications were all completed efficiently and on schedule.

2025 marks the final full year on the platform, with disembarkation planned for early 2026. Key milestones for the year focus on completion of the main rig and conductor pulling units campaigns, completion of topside steam cleaning and pipeline flushing activities, and commencing and completing the removal preparations prior to disembarkation.

Asset removals

With significant Engineering, Preparation, Removal and Disposal ('EPRD') contracts in place for both Heather and Thistle, planning, engineering and preparatory works have been executed at pace during 2024.

2025 will see the culmination of significant work through the removal of the Heather topsides from field by Allseas and their Pioneering Spirit heavy lift vessel. The Heather jacket is scheduled for removal in 2027, which aligns with our agreed contractual execution windows.

Midstream

EnQuest is committed to the decarbonisation of the Sullom Voe Terminal as part of a just transition.

Midstream Director
Dave Marshall

SVT right-sizing
Planned reduction in SVT carbon footprint

c.90%

Safe, stable operations

Throughout 2024, the Group continued to deliver safe, stable and effective operations for both East of Shetland and West of Shetland oil and gas, delivering 100% uptime for both oil streams, and 100% uptime for West of Shetland gas. In addition, the SVT power station achieved 100% power delivery throughout the period. The terminal continued to deliver strong HSE performance, effectively managing the increase in project personnel on-site throughout the year. During 2024, the milestones of five years, and five million work hours Lost Time Incident ('LTI') free were reached, underlining EnQuest's commitment to safety. A subsequent LTI at the terminal enabled the team to review the circumstance and to ensure that mitigations and lessons learned were incorporated into reinforcing the HSE Management System.

Decarbonisation

The Group is focused on right-sizing SVT for future operations. During 2024, EnQuest successfully commenced Engineering, Procurement and Construction on two strategic projects: to connect the terminal to the UK's electricity grid and the construction of New Stabilisation Facilities ('NSF'). Completion of the NSF is expected to enable the Group to meet the North Sea Transition Authority ('NSTA') target of zero routine flaring obligations by 2030, while the aggregated impact of these two projects is expected to transform the carbon footprint and overall emissions from SVT and the EQUANS-operated Sullom Voe power station. The delivery of these scopes will reduce the Terminal's operating costs and provide resilience for long-term operations through the replacement of obsolete equipment. Together, these projects provide the opportunity to extend production at both East of Shetland and West of Shetland assets.

In 2024, EnQuest commenced the phased, partial decommissioning of redundant processing and storage facilities at SVT. This scope has reduced the risk potential at the site, along with reducing ongoing operating costs. Furthermore, the removal of the facilities creates the opportunity to repurpose areas of SVT for third-party use, including renewable energy projects.

2024 emissions at SVT were elevated due to issues encountered with the site's gas compression system, which resulted in flaring above the routine baseline levels. In September, an engineering solution was deployed effectively, restoring the compression system to full operations. This has resulted in a return to lower process flaring and emissions.

Decarbonising SVT

EnQuest's suite of projects underway at Sullom Voe perfectly encapsulates the transition of old energy to new as it embarks on a journey to decarbonise the Sullom Voe Terminal ('SVT'). This asset will continue to be a critical component in protecting the UK's security of energy supply, whilst playing a major role in delivering the net zero goals agreed as part of the North Sea Transition Deal.

SVT will continue to service oil and gas operators from the East and West of Shetland for years to come through a terminal that is being right-sized for current rates of production, which have declined from their peak in 1984. In 2024, EnQuest progressed the construction of a New Stabilisation Facility ('NSF'), which will provide a low-emission and cost-effective solution, maximising energy efficiency and minimising greenhouse gas emissions, whilst supporting continuing oil and gas production from fields around Shetland. The modernisation of the processing system in turn enables an 80% reduction of the terminal's power demand.

With the development of the Shetland Interconnector and the Viking Wind Farm, combined with the terminal's reduced power demand, EnQuest has taken the opportunity to further decarbonise SVT by receiving power directly from the electricity grid. The Grid Power Connection Project will permit the gas-fired power station on site to be retired from service, removing a significant source of greenhouse gas emissions from the terminal.

Taken together, the NSF and the Grid Power Connection projects will deliver a 90% reduction in CO_2 emissions from the terminal, removing 190kTe of CO_2 per year, the equivalent of taking 80,000 cars off the road. This will have a material impact on the Shetland environment which, at 14.4 tonnes of CO_2 emitted per person, is three-times the average Scottish rate of 4.8 tonnes.

Furthermore, EnQuest will deploy flare gas recovery technology as part of the NSF project to eliminate CO2 emissions associated with routine flaring. This important step ensures that SVT will be compliant with the World Bank's Zero Routine Flaring by 2030 initiative, whilst maximising the value of the produced hydrocarbon gas.

Delivering these projects on time and on budget requires collaborative work with multiple stakeholders including co-owners and contractors at SVT. The challenges and complexities in executing these projects safely and efficiently should not be underestimated and EnQuest is bringing its experience of successful site management, gained over the past six years, to bear on these projects. EnQuest has also worked with established contractors and fostered new relationships with specialists to achieve our goals.

EnQuest is progressing at pace with the engineering and construction phases of these transformative projects and is looking forward to realising the decarbonisation benefits of the new facilities when they are brought into service across 2025 and 2026.

People and community

EnQuest continues to build its community investment on Shetland with contributions to local charities and sports groups, and through its workforce development programmes.

The Group has a well-established apprentice programme at SVT, with three apprentices successfully graduating in 2024. The Group also continued with its graduate programme in 2024, with one graduate recruited into SVT.

SVT supported a range of cultural and sporting events on Shetland in 2024, including Shetland Rugby's mid-summer event for children, women and men's matches, the Shetland Junior Golf Open and sponsorship of local table tennis events.

EnQuest also sponsored a Sail Training Shetland event for 70 young people from Shetland to Bergen and provided support to the Shetland Folk Festival.

Seven educational awards for the academic year 2023-2024 were made by the Trustees of the Sullom Voe Terminal Participants' Tenth Anniversary Fund. Now in its 36th year, the Trust was established to promote and encourage the education of Shetland residents who will be studying a discipline likely to contribute to the social or economic development of Shetland. This year, students are engaged in disciplines as wide-ranging as medicine, primary education, folk and traditional music, geography and sustainable development. As terminal operator, EnQuest also offers a scholarship to a student studying in a technical or commercial discipline that is relevant to SVT, where they take part in a work placement at the terminal during the summer break.

Veri Energy

We recognise the evolving energy landscape and are committed to leading a Just Energy Transition, ensuring that our workers, the communities we serve, and our stakeholders benefit in the process.

CEO, Veri Energy
Gavin Templeton

CCS project storage
Up to (mtpa)

10

Total storage potential
In excess of (mt)

200

Veri Energy is a wholly owned subsidiary of EnQuest, focused on transforming skills and infrastructure to deliver economic decarbonisation solutions, initially at the Sullom Voe Terminal ('SVT') on Shetland. Veri Energy is supporting the UK Government's Clean Power 2030 Action Plan and delivering against the Scottish Government's Energy Strategy and Just Transition Plan.

Transition in action

Veri Energy is fuelling the UK's energy transition

Using the SVT site as a base, Veri Energy is looking to support further industrial decarbonisation and future growth in the energy transition through the execution of phased renewable energy developments.

Carbon capture and storage ('CCS')
Veri Energy continues to develop a flexible, merchant-market carbon storage solution that can transport and permanently store up to 10mtpa of CO_2 from isolated emitters in the UK and Europe. CO_2 captured by emitters will be transported via ship to SVT from where it will be transported, via repurposed pipeline infrastructure, for permanent geological storage in depleted oil and gas reservoirs.

In August 2023, EnQuest successfully secured four carbon storage licences as part of the first round of UK carbon sequestration licences issued by the North Sea Transition Authority ('NSTA'). Following work to assess the licences, EnQuest took the decision to relinquish the Tern and Eider licences, effective 1 March 2025. The remaining licence areas, CS013 and CS014, are some 99 miles northeast of Shetland and incorporate fields currently operated by EnQuest, the Magnus and Thistle fields. These sites are large, well-characterised deep storage formations connected by significant existing infrastructure to the Sullom Voe Terminal on Shetland.

During 2024, work included significant engagement with the NSTA to progress the licences through the early risk assessment phase, engaging with strategic partners and refining the project development plan. Veri Energy continues to be encouraged by the project's potential to be a low-cost merchant-market solution for CO_2 emitters to permanently sequester carbon beginning in the late 2020s/early 2030s.

Electrification/Onshore wind
During 2024, Veri Energy identified an opportunity to develop an onshore wind power project to assist in decarbonising and reducing costs at the Sullom Voe Terminal, harnessing Shetland's natural advantage of one of the world's highest wind capacity factors and existing terminal infrastructure. The project underwent technical analysis, environmental impact assessment, and feasibility studies during 2024, and is expected to enter front-end engineering and design during 2025.

E-Fuels
Veri Energy continues to evaluate a multi-stage green hydrogen and derivatives project at Sullom Voe. During 2024, Veri received an award of £1.74 million in grant funding from the UK government's Net Zero Hydrogen Fund ('NZHF') to support a front-end engineering and design study for the project. The company continues to evaluate scenarios for end products, scale, partnerships and technology integration for the project.

The favourable conditions for development of net-zero e-fuels at SVT, via the combination of green hydrogen and biogenic CO_2, place Veri Energy at the forefront of plans to produce e-diesel that can displace demand for fossil fuels from the local marine and power industry. Powered by a skilled local workforce and supported by the advantaged conditions at the terminal site, there is the potential to scale this business for e-fuel export.

Oil and gas reserves and resources

EnQuest oil and gas reserves and resources

	North Sea			South East Asia			Total		
	Oil and NGLs MMbbls	Gas Bcf	Total MMboe	Oil and NGLs MMbbls	Gas Bcf	Total MMboe	Oil and NGLs MMbbls	Gas Bcf	Total MMboe
2P reserves (working interest)[1,2,3,5,6]									
1 January 2024	135.2	65.5	146.5	25.4	16.9	28.4	160.7	82.3	174.9
Revisions[4]	(1.0)	(7.1)	(2.2)	(3.4)	77.5	10.0	(4.3)	70.4	7.8
Production	(11.0)	(5.2)	(11.9)	(2.0)	(0.6)	(2.1)	(13.0)	(5.8)	(14.0)
31 December 2024	123.3	53.1	132.4	20.1	93.8	36.3	143.3	146.9	168.6
2C resources (working interest)[1,2,7,8]									
1 January 2024	305.1	18.1	308.2	31.1	287	80.6	336.2	305.1	388.8
Revisions, additions and relinquishments	0.0	0.0	0.0	(13.3)	(126.8)	(35.2)	(13.3)	(126.8)	(35.2)
31 December 2024	305.1	18.1	308.2	17.8	160.2	45.4	322.9	178.3	353.6

Notes:
1 Reserves and resources are quoted on a working interest basis
2 2P reserves and 2C resources have been assessed by the Group's internal reservoir engineers, utilising geological, geophysical, engineering and financial data
3 The Group's 2P reserves have been audited by a recognised Competent Person in accordance with the definitions set out under the 2018 Petroleum Resources Management System and supporting guidelines issued by the Society of Petroleum Engineers
4 Includes expansion of Seligi gas agreement in Malaysia
5 The above proven and probable reserves include volumes that will be consumed as fuel gas, including c.6.4 MMboe at Magnus, c.0.7 MMboe at Kraken, c.0.2 MMboe at Golden Eagle and c.0.1 MMboe at Scolty Crathes
6 The above 2P reserves at 31 December 2024 on an entitlement basis is 157 MMboe (North Sea 132 MMboe and South East Asia 25 MMboe)
7 Contingent resources are quoted on a working interest basis and relate to technically recoverable hydrocarbons for which commerciality has not yet been determined and are stated on a best technical case or 2C basis
8 2C contingent resources at 31 December 2024 include the volumes associated with the Group's PSC award at DEWA in Malaysia, as well as the relinquishment of the PM409 exploration licence
9 Rounding may apply

Hydrocarbon assets

EnQuest asset base as at 31 December 2024

Licence	Block(s)	Working interest (%)	Name	Decommissioning obligation (%)
UK North Sea Upstream production and development				
P193	211/7a, 211/12a	100.0[1]	Magnus	30.0[2]
P1077	9/2b	70.5	Kraken & Kraken North	As per working interests
P1107/P1617	21/8a, 21/12c, 21/13a	50.0	Scolty/Crathes	As per working interests
P238	21/18a, 21/19a, 21/19b	50.0	Kittiwake	25.0
		50.0	Mallard	30.9
		50.0	Grouse & Gadwall	As per working interests
P073	21/12a	50.0	Goosander	As per working interests
P213[3]	16/26a	8.0	Alba	As per working interests
P234/P493/P920/P977	3/28a, 3/28b, 3/27b, 9/2a, 9/3a	85.0	Bressay	
P1078	9/3b	100.0	Bentley	
P300/P928[3]	14/26a, 20/1a	26.69	Golden Eagle	
P2632[5]	9/1, 9/2c	100.0	West of Kraken	
UK North Sea Decommissioning				
P242	2/5a	n/a	Heather	37.5
P242/P902	2/5a, 2/4a	n/a	Broom	63.0
P475	211/19s	n/a	Thistle	6.1[4]
P236	211/18a	n/a	Thistle/Deveron	6.1[4]
P236	211/18c	n/a	Don SW & Conrie	60.0
P236/P1200	211/18b, 211/13b	n/a	West Don	78.6
P2137	211/18e, 211/19c	n/a	Ythan	60.0
P1765/P1825	30/24c, 30/25c, 30/24b	n/a	Alma/Galia	65.0
Other UK North Sea licences				
P90[3]	9/15a	33.3		n/a
Malaysia production and development6				
PM8/Seligi[7]	PM8 Extension	50.0	Seligi, North & South Raya, Lawang, Langat, Yong & Serudon	50.0
DEWA Complex Cluster SFA PSC[7]	DEWA PSC	42.0	D30, D30W, Danau, Daya, Daya North, D41, D41W, Dafnah West, Dana, Darma, West Acis, and Spaoh	42.0

Notes:
1 bp has a security over the Magnus asset (and related infrastructure assets) and is entitled to 37.5% of free cash flow from the assets subject to the terms of the transaction documents between bp and EnQuest
2 bp has retained the decommissioning liability in respect of the existing Magnus wells and infrastructure. EnQuest will pay bp additional deferred consideration by reference to 30% of bp's actual decommissioning costs on an after-tax basis, which EnQuest estimates will result in a payment equivalent to approximately 9% of the gross estimated decommissioning costs. The additional consideration payable is capped at the amount of cumulative positive cash flows received by EnQuest from Magnus, SVT and the associated infrastructure assets
3 Non-operated
4 EnQuest is liable for the decommissioning costs associated with investment since it assumed operatorship, with the balance remaining with the former owners. Following the exercise of the Thistle decommissioning options in January and October 2018, EnQuest will undertake the management of the physical decommissioning of Thistle and Deveron and is liable to make payments to bp by reference to 7.5% of bp's decommissioning costs of Thistle and Deveron, which equates to 6.1% of the gross decommissioning costs
5 UK 33rd licence round award
6 EnQuest relinquished the PM409 PSC licence on 2 June 2024
7 Official reference PM-8 Extension PSC, commonly referred to elsewhere as PM8/Seligi
8 DEWA Complex Cluster SFA PSC was officially awarded on 21 October 2024

Primed for growth.

Chief Financial Officer
Jonathan Copus

Reduction in EnQuest net debt
$ million

95

Post-tax profit
$ million

94

Introduction

EnQuest delivered significant progress against each of its financial priorities in 2024, and this momentum has continued into 2025. The Group has optimised its capital structure and maximised available financial capacity for value-accretive growth, by successfully tapping its high yield bond and the repayment in full of both the reserve based lending ('RBL') and term loan facilities.

EnQuest net debt was reduced by $95.1 million, to $385.8 million. This reflects robust free cash flow generation, cash received from the farm-down of Bressay and returns to shareholders through the share buy-back programme.

EnQuest maintained a strong focus on disciplined and efficient capital expenditure and cost control. The investment in the future decarbonisation of Magnus through the installation of a flare gas recovery system reflects our focus on fast payback projects, while the re-certification of the Magnus platform drilling rig underpins ongoing low-cost drilling and well intervention work. As anticipated, EnQuest's increased share of throughput at the Sullom Voe Terminal ('SVT') led to higher tariff costs in the period, noting future cost and emission reductions are expected on completion of the ongoing decarbonisation projects at the terminal.

In line with the Group's growth strategy, EnQuest signed several agreements in South East Asia: entering Vietnam through the acquisition of Block 12W; extending the Group's Malaysian footprint with the expansion of the Seligi gas agreement; and award of the DEWA PSC. These transactions provide geographic and commodity diversification, adding production and reserves.

The Group reported an IFRS post-tax profit of $93.8 million for the year to 31 December 2024 (2023: IFRS post-tax loss of $30.8 million). This was primarily driven by a lower tax charge in the period (reflecting fast payback investment and the recognition of an additional deferred tax asset associated with ring-fence expenditure supplement in the UK) offset by lower profit before tax (production was lower year-on-year and tariffs were higher).

EnQuest's year-end RBL redetermination expanded the leverageable capacity of the Group's assets, and at 28 February 2025 total cash and available facilities totalled $549.0 million (31 December 2023: $498.8 million). With the UK Autumn Budget Statement (30 October 2024) bringing clarity on the fiscal landscape of the UK North Sea, EnQuest's strategic UK tax advantage and financial capacity mean the Group remains well placed to pursue further growth opportunities in the North Sea and internationally. EnQuest's Board is also proposing a final dividend of 0.616 pence per share, equivalent to c.$15 million.

Income statement

Revenue

Group production averaged 40,736 Boepd (7.0% lower than in 2023, 43,812 Boepd), with strong uptime performance of c.90% across the operated portfolio and investment in low-cost, quick-payback well work and production optimisation partially offsetting the impact of natural field declines. Oil accounted for 87.2% of this output (2023: 90.0%).

Brent crude oil prices declined 2.4% year-on-year to average $80.5/bbl (2023: $82.5/bbl) while the average day-ahead UK gas price decreased by 15.5% to 83.6 GBp/therm (2023: 98.9 GBp/therm). Excluding the impact of hedging, EnQuest realised an average oil price of $81.3/bbl (2023: $82.2/bbl). Post-hedging, the realised oil price was $80.2/bbl (1.5% lower than in 2023, $81.4/bbl).

Reflecting the above price and volume drivers, Group revenue in the period totalled $1,180.7 million, a 20.6% reduction year-on-year (2023: $1,487.4 million). Oil contributed $1,020.3 million (9.5% lower year-on-year, 2023: $1,127.4 million) and condensate and gas revenue contributed $164.6 million (51.4% lower year-on-year, 2023: $339.0 million). Gas revenue mainly relates to the onward sale of gas purchases from third-party West of Shetland fields under the terms of the Magnus acquisition. The contribution of these volumes to revenue is therefore offset through an equal and opposite charge to cost of sales.

Tariffs and other income generated $2.6 million (2023: $1.3 million), which includes income associated with the transportation of Seligi gas. Realised losses on commodity hedges totalled $12.9 million, primarily reflecting the cost of historic put options (2023: $11.3 million). Unrealised gains on open commodity contracts (from mark-to-market movements) totalled $3.1 million (2023: $28.5 million).

Note: For the reconciliation of realised oil prices see 'Glossary – Non-GAAP measures' starting on page 189

Cost of sales

Cost of sales was $787.4 million, which was 16.8% lower than in 2023 ($946.8 million).

Production costs were broadly flat, totalling $307.6 million ($20.6/Boe) but operating costs increased by $35.6 million to $382.8 million. This rise was as expected and reflected an increase to EnQuest's share of throughput at SVT. Costs and emissions at the terminal are forecast to reduce on completion of the current decarbonisation projects on site. With the combination of higher tariffs and lower production volumes, unit operating costs (excluding hedging losses) increased by 15.5% to $25.3/Boe (2023: $21.9/Boe).

	2024 $ million	2023 $ million
Production costs	307.6	308.3
Tariff and transportation expenses	70.5	41.7
Realised loss/(gain) on derivatives related to operating costs	4.7	(2.8)
Operating costs[1]	**382.8**	347.2
Charge/(credit) relating to the Group's lifting position and inventory	2.2	(4.2)
Other cost of operations	136.3	305.9
Depletion of oil and gas assets	263.3	292.2
Other cost of sales	2.8	5.7
Cost of sales	**787.4**	946.8
Unit operating cost[2,3]	$/Boe	$/Boe
– Production costs	20.6	19.3
– Tariff and transportation expenses	4.7	2.6
Average unit operating cost	**25.3**	21.9

Notes:
1 See reconciliation of alternative performance measures within the 'Glossary – Non-GAAP measures' starting on page 189
2 Calculated using production on a working interest basis including Seligi Associated Gas
3 Excludes realised loss/(gain) on derivatives related to operating costs

The charge relating to the Group's lifting position and hydrocarbon inventory for the year ended 31 December 2024 was $2.2 million (2023: credit of $4.2 million), with the Group in a net neutral lifting position across its asset base at 31 December 2024 (2023: net underlift position $3.5 million).

The cost of Magnus third-party gas purchases that are sold on is reported within 'other cost of operations'. These costs fell significantly to $125.7 million (2023: $294.0 million), due to reduced third-party volumes and lower gas prices.

Depletion expense ($263.3 million) was 9.9% lower than 2023 ($292.2 million), mainly reflecting lower production.

Impairment

In the year, the Group recognised a non-cash net impairment charge of $71.4 million (2023: $117.4 million). This charge reflected changes to the UK Energy Profits Levy confirmed by the UK Government in its Autumn Budget (including the planned two-year extension to 31 March 2030), lower short-term oil price assumptions and changes to the production profile of the non-operated Golden Eagle field, partially offset by production profile changes at the GKA hub and a lower discount rate of 10.0% (2023: 11.0%).

Other income and expenses

The Group has recognised net other expense in the period of $4.7 million (2023: net other expense of $19.6 million). The impact of both the unwind of discount and other changes in fair value of Magnus contingent consideration have been combined in other income and expenses following a review of market practice. This required a $58.9 million charge for 2023 being reclassed from finance costs. As such, 2024 incurred a net $15.9 million non-cash charge driven by: the unwinding of discounting offset by changes in the near-term oil price assumptions and production and cost profiles (2023: $10.8 million non-cash income, driven by an increase in the discount rate applied offset by the unwinding of discounting). Other items of other income and expense include: $14.6 million charge relating to the termination of a drilling rig contract following the Kraken joint venture's decision to defer near-term infill drilling; a non-cash charge of $7.1 million due to a net increase in the decommissioning provision of fully impaired non-producing assets (2023: non-cash charge of $32.8 million); a foreign exchange gain of $10.0 million, reflecting a favourable movement in the Sterling to US Dollar exchange rate (2023: $11.8 million foreign exchange losses); and lease income of $16.5 million (2023: $12.1 million).

Other expenses also include costs associated with Veri Energy, which totalled $1.7 million in the year (2023: $1.6 million).

Adjusted EBITDA

Adjusted EBITDA for the year totalled $672.6 million, down 18.4% compared to the same period in 2023 ($824.7 million). This reduction reflects the lower revenue associated with reduced production, as well as higher tariffs at SVT (see detail above).

EnQuest's net debt to last 12-month adjusted EBITDA ratio at 31 December 2024 equalled 0.6x. This was in line with the prior year (31 December 2023: 0.6x).

Adjusted EBITDA	2024 $ million	2023 $ million
Profit/(loss) from operations before tax and finance income/(costs)	311.5	397.4
Unrealised commodity hedge gain	(3.1)	(28.5)
Depletion and depreciation	269.3	298.3
Impairment charge	71.4	117.4
Net other expenses	36.2	25.1
Foreign exchange and UKA forward purchase losses	2.8	3.8
Change in well inventories	(5.5)	(0.6)
Net foreign exchange (gain)/loss	(10.0)	11.8
Adjusted EBITDA[1]	**672.6**	824.7

Note:
1 See reconciliation of Adjusted EBITDA within the 'Glossary – Non-GAAP measures' starting on page 189

Finance costs

EnQuest's overall net finance costs fell by 12.5%, to $144.9 million (2023: $165.6 million). This reflected a significantly lower level of outstanding loans and borrowings, resulting in a lower overall interest charge of $73.5 million (2023: $89.7 million). Partially offsetting this were higher refinancing fees (2024: $19.3 million), including the accelerated amortisation of remaining initial term loan fees of $2.9 million and the early redemption fee of $4.7 million paid following the repayment in full of the term loan in October 2024 (2023: $7.9 million).

Finance charges included the unwinding of discounting on decommissioning and other provisions (2024: $31.2 million; 2023: $25.4 million). Lease liability interest costs totalled $27.7 million (2023: $43.8 million), and there were other interest and financial expenses of $7.8 million (2023: $5.3 million), which primarily are the cost for surety bonds that provide security for decommissioning liabilities.

Finance income increased to $14.5 million reflecting additional cash on deposit and accrued interest on the RockRose vendor loan (2023: $6.5 million).

Profit/loss before tax

Reflecting the movements above, the Group's profit before tax was $166.6 million (2023: profit of $231.8 million).

Taxation

The 2024 tax charge of $72.8 million includes a current tax charge of $12.1 million (2023: $262.6 million, inclusive of a current tax charge of $185.6 million).

In the Autumn Statement on 30 October 2024, the UK government confirmed that from 1 November 2024 the rate of the Energy Profits Levy ('EPL') would be increased from 35% to 38%. It was also announced that EPL Investment Allowances would be abolished from 1 November 2024 and that decarbonisation relief would be retained, but the rate of relief would be reduced from 80% to 66%. These changes increase the current year tax charge and deferred tax for EPL by $42.2 million. The announcement to extend the EPL period to 31 March 2030 was however not substantively enacted until March 2025, which resulted in there being no impact on the 31 December 2024 balance sheet. Had the extension been enacted, the Group estimates an additional deferred tax liability of $115.9 million would have been recognised (see note 6 for further information).

The Group's effective tax rate for the period was a charge of 43.7% (2023: 113.3%).

EnQuest's strategic UK North Sea tax asset was estimated at $2,066.4 (gross) million at 31 December 2024 (31 December 2023: $2,007.9 million (gross)). The increase reflects the recognition of additional carried forward losses associated with the ring-fenced expenditure supplement, partially offset by utilisation against the Group's profits before tax.

Due to this tax position, no significant corporation tax or supplementary charge is expected to be paid on UK operational activities for the foreseeable future. The Group expects to continue to make EPL payments for the duration of the levy, and EnQuest also pays cash corporate income tax on its Malaysian assets.

Profit/loss for the period

EnQuest's total profit after tax was $93.8 million, which compares to a 2023 loss of $30.8 million.

Earnings per share

The Group's reported basic earnings per share was 5.0 cents (2023 loss per share: 1.6 cents) and reported diluted earnings per share was 4.9 cents (2023 loss per share: 1.6 cents).

Cash flow, EnQuest net debt and liquidity

Driven by continued adjusted free cash flow generation in 2024 and the repayment of a vendor loan provided to RockRose related to the 2023 Bressay transaction, EnQuest net debt at 31 December 2024 totalled $385.8 million. This was $95.1 million lower than the position reported at 31 December 2023 ($480.9 million).

The movement in EnQuest net debt was as follows:

	$ million
EnQuest net debt 1 January 2024	(480.9)
Net cash flows from operating activities	508.8
Cash capital expenditure	(252.9)
Magnus profit share payments	(48.5)
Net interest and finance costs paid	(73.1)
Finance lease payments	(130.1)
Repayment of vendor loan provided to RockRose	107.5
Share buyback	(9.0)
Term loan early termination fee	(4.7)
Other movements, primarily net foreign exchange on cash and debt	(2.9)
EnQuest net debt 31 December 2024[1]	**(385.8)**

Note:

1 See reconciliation of alternative performance measures within the 'Glossary – Non-GAAP measures' starting on page 189

Reported net cash flows from operating activities for the year were $508.8 million. This was 32.5% below the comparative period of 2023 ($754.2 million). This reduction reflects: higher cash tax payments totalling $97.3 million (2023: $41.0 million, including a tax refund of $37.4 million); $17.7 million unwind of the joint venture advance cash call received in 2023 ($39.5 million); one-off payments relating to the rig cancellation ($14.6 million) and $8.5 million of funds released from escrow pending resolution of the final arbitration decision in relation to a dispute with a third party supplier in Malaysia; and lower gross profit, reflecting lower revenues and higher operating costs. Clean of one-off impacts of the tax refund, joint venture advance cash call movements, rig cancellation and contractor dispute payments, year-on-year cash flow from operating activities was 18.9% lower.

Reported net cash flows used in investing activities decreased year-on-year by $79.1 million, to $183.6 million (2023: $262.7 million). This principally reflects: higher capital expenditures ($252.9 million – primarily related to the Magnus five-yearly rig recertification work scope, Golden Eagle well campaign, decarbonisation projects at SVT, and the emissions reducing flare gas recovery project on Magnus (2023: $152.2 million)); offset by repayment of a vendor loan provided to RockRose ($107.5 million; 2023: net nil cash flow impact reflecting farm-down proceeds being offset by the vendor financing facilities from EnQuest to RockRose (see note 18)); the final Golden Eagle acquisition costs paid in 2023 ($50.0 million); and lower Magnus profit share payments (2024: $48.5 million; 2023: $65.5 million).

Cash outflow on capital expenditure is set out in the table below:

Capital expenditure	2024 $ million	2023 $ million
North Sea	**230.4**	124.2
Malaysia	**19.0**	21.0
Exploration and evaluation	**3.5**	7.0
	252.9	152.2

The Group utilised $352.9 million of cash in financing activities (2023: $478.6 million). This included further net repayments of the Group's loans and borrowings totalling $130.6 million (2023: $237.1 million), with EnQuest repaying its RBL facility in full ($140.0 million) in the first quarter and, in the fourth quarter, the entire $150.0 million term loan facility following the successful conclusion of a $160.0 million tap of its high yield bond in October. Following the RBL redetermination process at the end of 2024 and no further drawdowns in the first quarter of 2025, $237.1 million of the RBL facility remains available to EnQuest for future drawdown.

Interest costs on the Group's borrowings totalled $83.2 million (2023: $105.9 million) and an additional $130.1 million was paid in relation to finance leases (2023: $135.7 million).

EnQuest also repurchased $9.0 million of shares as part of its share buyback programme.

In aggregate, the Group's cash and cash equivalents decreased by $33.4 million in 2024. This decrease was primarily driven by the repayment in full of the Group's RBL facility and share repurchases made under EnQuest's share buyback programme offset by the net cash inflow from the farm-down of Bressay and adjusted free cash flow generation. Adjusted free cash flow generation in 2024 was lower than in 2023, reflecting lower revenues, higher capital expenditure, partial unwind of the joint venture advance cash call received in 2023 and one-off costs associated with the drilling rig cancellation and the dispute with a third party supplier in Malaysia, partially offset by lower finance charges.

EnQuest net debt	31 December 2024 $ million	31 December 2023 $ million
Bonds	**632.1**	474.7
Senior secured debt facility ('RBL')	**–**	140.0
Term loan	**–**	150.0
SVT Working Capital Facility	**33.9**	29.8
Cash and cash equivalents	**(280.2)**	(313.6)
EnQuest net debt[1]	**385.8**	480.9

Note:

1 See reconciliation of EnQuest net debt within the 'Glossary – Non-GAAP measures' starting on page 189

The Group ended the year with $280.2 million of cash and cash equivalents (31 December 2023: $313.6 million) and cash and available undrawn facilities of $474.5 million (31 December 2023: $498.8 million). Subsequently, following the most recent RBL redetermination process, EnQuest's cash and available facilities have increased to $549.0 million at 28 February 2025.

Balance sheet

EnQuest's robust liquidity position enables the Group to continue delivering its capital-efficient programmes of capital investment and pursue transformational North Sea and International production acquisitions.

Assets

Total assets reduced by 5.4% to $3,562.6 million (31 December 2023: $3,765.8 million). Driving this were: repayment of a vendor loan provided to RockRose ($107.5 million); a reduction of $33.6 million in the Group's deferred tax asset; and lower cash and cash equivalents of $33.3 million.

Liabilities

Total liabilities reduced by 8.7% to $3,020.1 million (31 December 2023: $3,309.0 million) reflecting continuing material debt repayments and optimisation of the capital structure (the full outstanding principals of $140.0 million on the RBL and $150.0 million for the term loan facility were repaid in the year, offset by an additional $160.0 million tap of the high yield bond); lower tax liabilities, reflecting fiscally efficient investments and cash tax payments in the period, and a reduction in lease liabilities of $86.9 million. Deferred tax liabilities increased by $27.1 million.

Contingent consideration payments in the period (related to the acquisition of Magnus) totalled $48.5 million (2023: Magnus and Golden Eagle: $115.5 million). When combined with the net change in the fair value estimate, this payment drove a lower outstanding contingent consideration estimate of $473.3 million (31 December 2023: $507.8 million).

Financial risk management

The Group's activities expose it to various financial risks, particularly those associated with fluctuations in oil price, foreign currency risk, liquidity risk and credit risk. The disclosures in relation to financial risk management objectives and policies, including the policy for hedging, and the disclosures in relation to exposure to oil price, foreign currency and credit and liquidity risk, are included in note 27 of the Group's 2024 Annual Report.

Going concern disclosure

In recent years, EnQuest has focused on deleveraging and optimising its capital structure, to simplify its balance sheet and maximise available financial transactional capacity.

In 2024, the Group deleveraged further, reducing net debt by $95.1 million, to $385.8 million at 31 December 2024. This was driven by robust adjusted free cash flow generation and repayment of the first of two vendor loans that was provided to RockRose as part of the 2023 Bressay farm-down. In the period EnQuest fully repaid its Reserve Based Lending ('RBL') facility (from $140.0 million) and completed a $160.0 million tap of its high yield bonds. By using this tap to repay a $150.0 million term loan facility, additional RBL capacity was opened. At 31 December 2024, EnQuest's net debt to adjusted EBITDA ratio was 0.6x. The Group ended 2024 with a positive RBL redetermination, which expanded RBL capacity by 34%. Cash and available facilities at 28 February 2025 totalled $549.0 million.

Against this robust backdrop, EnQuest continues to closely monitor and manage its funding position and liquidity requirements throughout the year, including monitoring forecast covenant results. Cash forecasts are regularly produced and sensitivities considered for, but not limited to, changes in crude oil prices (adjusted for hedging undertaken by the Group), production rates and costs. These forecasts and sensitivity analyses allow management to mitigate liquidity or covenant compliance risks in a timely manner.

The Group's latest approved business plan underpins management's base case ('Base Case'). It is in line with EnQuest's production guidance (including the acquisition and completion of the Block 12W in Vietnam – completion expected in the second quarter of 2025) and an oil price assumption of $75.0/bbl is used for 2025 and 2026.

A reverse stress test has been performed on the Base Case. This indicates that an oil price of c.$40.0/bbl is required to maintain covenant compliance over the going concern period. The low level of this required price reflects the Group's strong liquidity position.

The Base Case has also been subjected to further testing through a scenario that explores the impact of the following plausible downside risks (the 'Downside Case'):

- 10.0% discount to Base Case prices resulting in Downside Case prices of $67.50/bbl for 2025 and 2026;
- Production risking of 5.0%; and
- 2.5% increase in operating costs.

The Base Case and Downside Case indicate that the Group is able to operate as a going concern and remain covenant compliant for 12 months from the date of publication of its full-year results.

After making appropriate enquiries and assessing the progress against the forecast, the Directors have a reasonable expectation that the Group will continue in operation and meet its commitments as they fall due over the going concern period. Accordingly, the Directors continue to adopt the going concern basis in preparing these financial statements.

Viability statement

The Directors have assessed the viability of the Group over a three-year period to March 2028. The viability assumptions are consistent with the going concern assessment, with the extension of an oil price of $75.0/bbl for 2027 and 2028 in the Base Case. Consistent plausible downside risks have also been applied in a Downside Case. This assessment has taken into account the Group's financial position as at 26 March 2025, its future projections – including the impacts of the Block 12W acquisition in Vietnam; the Seligi 1b gas agreement; the Group's debt maturities, which occur towards the end of the viability period; and the Group's principal risks and uncertainties. The Directors' approach to risk management, their assessment of the Group's principal risks and uncertainties, and the actions management are taking to mitigate these risks, are outlined on pages 54 to 71. These risks and uncertainties include potential impacts from climate change concerns and related regulatory developments. The period of three years is deemed appropriate as it is the time horizon across which management constructs a detailed plan against which business performance is measured, and, given the Group's focus on short-cycle, quick payback capital expenditures on its existing portfolio, is a time horizon over which the Group can undertake any necessary mitigation activities.

Under the Group's Base Case projections, the Directors have a reasonable expectation that the Group can continue in operation and meet its liabilities as they fall due over the period to March 2028.

For the current assessment, the Directors also draw attention to the specific principal risks and uncertainties (and mitigants) identified below, which, individually or collectively, could have a material impact on the Group's viability during the period of review. In forming this view, it is recognised that such future assessments are subject to a level of uncertainty that increases with time and, therefore, future outcomes cannot be guaranteed or predicted with certainty. The impact of these risks and uncertainties has been reviewed on both an individual and combined basis by the Directors, while considering the effectiveness and achievability of potential mitigating actions.

Oil price volatility

A decline in oil prices would adversely affect the Group's operations and financial condition. To mitigate oil price volatility, the Directors have hedged a total of 3.1 MMbbls from 1st April 2025 for the next 12 months with an average floor price of $69.6/bbl and a further 1.3 MMbbls in the subsequent 12-month period with an average floor price of $68.3/bbl, in each case predominantly utilising swaps. The Directors, in line with Group policy and the terms of its RBL facility, will continue to pursue hedging at the appropriate time and price.

Fiscal risk and government take

Unanticipated changes in the regulatory or fiscal environment, such as the UK EPL in recent years, can affect the Group's ability to access funding and liquidity. The Group will continue to communicate to Government and Treasury the importance of fiscal stability, whilst also monitoring developments and any potential related impacts.

Access to funding

Prolonged low oil prices, cost increases, production delays or outages and changes to the fiscal environment could threaten the Group's liquidity and access to funding.

The Directors recognise the importance of ensuring medium-term liquidity. The Group has evidenced its continued management of funding, prioritisation of debt reduction and optimisation of its capital structure by fully repaying its RBL and Term Loan along with obtaining additional unsecured funds through a successful high yield bond tap in 2024. The increase in available funds under the RBL following the recent redetermination and the long-dated maturity profile of the Group's debt provide a material level of funding for the majority of the viability period. Refinancing of the Group's current debt structure (see note 17) is assumed towards the end of the viability period but would likely occur well ahead of the 2027 bond maturities, providing funding beyond the viability period.

In assessing viability, the Directors recognise that in a Downside Case additional liquidity would be required towards the end of the viability period, which may necessitate limited mitigations, such as working capital management, amendments to capital work programmes, asset farm-downs or other financing options, including vendor financing or prepayments. Given the extended duration of the viability period, the Directors believe such measures can be executed successfully in the necessary timeframe to maintain liquidity.

Notwithstanding the principal risks and uncertainties described above, after making enquiries and assessing the progress against the forecast, projections and the status of the mitigating actions referred to above, the Directors have a reasonable expectation that the Group can continue in operation and meet its commitments as they fall due over the viability period ending March 2028. Accordingly, the Directors therefore support this viability statement.

Group non-financial and sustainability information statement

The following information is prepared in accordance with Section 414CB(1) of the Companies Act 2006. Further information on each of the areas set out below, including the Group's policies where relevant, can be found in the following pages of this section of the report. The Group's business model can be found on page 2, while its key performance indicators can be found on page 5. The Group's principal risks can be found on page 54 and include HSE, Human Resources and Reputation.

Environmental (see Pages 40 to 47, and 72 to 86)

- At the core of EnQuest's Values is SAFE Results with no harm to people and respect for the environment
- EnQuest's Environmental Management System ('EMS') ensures the Group's activities are undertaken in such a way that it manages and mitigates its impact on the environment. The EMS meets both the requirements of OSPAR and the International Organization for Standardization's environmental management system standard – ISO 14001. Environmental performance is regularly reviewed by senior management and the Board, with no Health and Safety Executive ('HSE') Improvement Notices received in 2024
- Having progressed three significant renewable energy and decarbonisation opportunities at Sullom Voe Terminal, the Group launched Veri, with responsibility for delivering the Group's short- and medium-term emission reduction objectives and advancing longer-term renewable energy and decarbonisation opportunities
- During 2023, EnQuest's Board approved a commitment to reach net zero in respect of Scope 1 and Scope 2 emissions by 2040
- The Group continues to make good progress in reducing its absolute Scope 1 and 2 emissions. Since 2018, UK emissions have reduced by 40%, which is significantly ahead of the UK Government's North Sea Transition Deal target of achieving a 10% reduction in Scope 1 and 2 CO_2 equivalent emissions by 2025
- In 2024, the Group expanded its Scope 3 emissions reporting to include Category 6 'Business travel', category 7 'Employee commuting' and, most materially, Category 11 'Use of sold products'. These reporting categories are in addition to Category 5 'Waste generated in operations', which formed part of the Group's SECR in the UK in 2023
- EnQuest has reported on all the emission sources within its operational control required under the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013
- The Group continues to evolve its disclosures in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures
- EnQuest maintained a 'B' rating for its 2024 CDP Climate Change submission (2023: B)

Our people (see Pages 51 to 53)

- EnQuest is committed to providing an inclusive culture that recognises and celebrates difference and sees a diverse culture as an enabler of creativity and performance improvement
- The Group-wide diversity and inclusion strategy was updated in 2024 to a Diversity, Equity and Inclusion strategy, with an associated policy and plan published on the Group's website
- DE&I statistics are monitored and reported to senior management on a monthly basis
- The mental and physical welfare of all employees continues to be a major focus across the business
- A broad programme of job-specific training was undertaken to ensure high levels of skill, competence and safety are maintained across our operations
- The UK's EnQlusion workforce group promoted a number of initiatives during 2024 and EnQuest became a member of the OEUK (D&I) Special Interest Group

Community (see Pages 50 to 51)

- Management consider that no formal policy is required given the key impacts on the community of environmental performance and our people. However, EnQuest is fully committed to active community engagement programmes, encouraging and supporting charitable donations in the areas of improving health, education and welfare within the communities in which it works
- In Aberdeen, EnQuest was able to donate to a range of charities including its two core charities in the North Sea, CLAN Cancer Support and the Archie Foundation
- There was continued support for a range of cultural events, charitable donations and educational awards in Shetland throughout the year
- In Malaysia, EnQuest maintained its support of the Sungai Pergam Orang Asli Primary School in Terengganu, by contributing to student bursaries students through the MyKasih 'Love My School' programme, alongside a university scholarship programme

Business conduct (see Page 72)

- The Group's Code of Conduct sets out the behaviour which the organisation expects of its Directors, managers and employees, and of our suppliers, contractors, agents and partners
- This code addresses several areas, including the importance of health and safety and environmental protection, compliance with applicable law, anti-corruption, anti-facilitation of tax evasion, anti-slavery, addressing conflicts of interest, ensuring equal opportunities, combatting bullying and harassment and the protection of privacy
- All employees in the Group undertake Anti-Bribery and Corruption and anti-facilitation of tax evasion training annually, with participation statistics reported to the Board
- The Group is committed to ensuring that it respects (and never participates in the violation of) international human rights. It does this through strict adherence to the Code of Conduct, its Modern Slavery Statement and the EnQuest Values (see page 72)
- The highest potential risk of modern slavery would be in the supply chain, and is covered by the supply chain policy. As such, risk-based due diligence may be conducted on suppliers before allowing them to become a preferred/pre-qualified supplier, with on-site audits undertaken where appropriate. EnQuest also conducts training for its procurement teams so that they understand the signs of modern slavery and how to raise any concerns they may have
- EnQuest is not aware of any slavery or human trafficking within its business or supply chains and no issue in relation to modern slavery has been raised

EnQuest's Kraken FPSO

Our quest for better continues

Our sustainability highlights for 2024

Reduction in Group Scope 1 and Scope 2 emissions vs 2020 baseline

22%

Reduction in UK Scope 1 and 2 emissions vs 2018 NSTD baseline

40%

LTIF[1] performance

1.55

Female representation at Board level

43%

Environmental

Managing emissions from existing operations and advancing new energy opportunities.

- Committed to contributing positively to the drive towards net zero
- Focused on absolute Scope 1 and Scope 2 emission reductions with rolling Group targets linked to reward
- Implementation of Scope 3 disclosure
- Growth and diversification ambition centred on reduced carbon intensity

See more on **Page 44**

Social

Our culture defines how we approach safety and ensures that our people, EnQuest's most important asset, return home from work safe and well.

- Committed to operating with a strong culture and Values, in line with the Group's purpose
- Delivering SAFE Results with no harm to our people
- Committed to improving workforce diversity, equity and inclusion
- Committed to positively impact the communities in which we operate

See more on **Page 48**

Governance

We are committed to operating within a robust Risk Management Framework.

- Committed to operating with the highest standards of integrity, in line with the Group's Code of Conduct
- Apply the Group's established Risk Management Framework and operate within the Board-approved statement of risk appetite
- Reward is linked to ESG performance

See more on **Page 54**

1 Lost Time Incident Frequency represents the number of incidents per million hours worked (based on 12 hours for offshore and eight hours for onshore)

Our ESG journey keeps evolving

Environmental

See more in Environmental on **Page 44**

Objectives

- Contribute positively towards the drive to net zero
- Reduce absolute Group Scope 1 and Scope 2 emission reductions by 10% across three-year period
- Consolidate sector leadership within CDP Climate Change survey rating

2024 performance

- 22% reduction in Scope 1 and Scope 2 Group emissions versus 2020 baseline
- Exceeded 5% target and reduced upstream flare emissions by 18%
- Expanded Group Scope 3 disclosures to incorporate material value chain emissions
- Completed a Group-wide Double Materiality Assessment
- Achieved sector-leading B rating for the 2024 CDP Climate Change survey (2023: B)

2025 ambitions

Three-year emission reduction target vs 2022 baseline

10%

Long-term goals

Deliver net zero Scope 1 and Scope 2 emissions by

2040

Target 12.2 – By 2030, achieve the sustainable management and efficient use of natural resources

Social

See more in Social on **Page 48**

Objectives

- Committed to operating with a strong culture and Values, in line with the Group's purpose, alongside delivering SAFE Results with no harm to our people
- Committed to improving workforce diversity, equity and inclusion
- Aim to impact positively the communities in which we operate, prioritising respect for the environment

2024 performance

- Group lost time incident frequency was 1.55 (2023: 0.52). UK average was 1.63
- Celebrated ten years of Malaysian operations with HSE Excellence award
- Group Diversity, Equity and Inclusion policy published in 2024

2025 ambitions

Deliver LTIF performance ahead of industry benchmarks

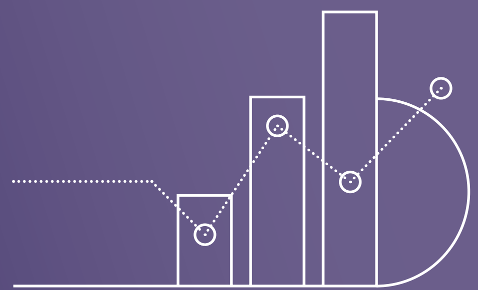
<1.00

Long-term goals

- Our skilled and dedicated workforce is our strength. As we navigate the energy transition, we are committed to strategies that prioritise their wellbeing, professional growth and economic security

Governance

See more in Governance on **Page 54**



Objectives

- Committed to operating with high standards of integrity in line with the Group's Code of Conduct
- Apply the Group's established Risk Management Framework and operate within the Board-approved statement of risk appetite
- Reward is linked to ESG performance

2024 performance

- Board composition compliant with FTSE Women Leaders Review and Listing Rule 6.6.6R(9) which targets at least 40% of Board members to be women
- Rosalind Kainyah and Marianne Daryabegui appointed as Non-Executive Directors
- Board remains ahead of the Parker Review requirement with respect to ethnic minority representation

2025 ambitions

Female Board-level representation

>40%

Long-term goals

- Committed to operating with high ethical standards, overseen by a diverse and knowledgeable Board

Environmental

Decarbonising operations whilst developing opportunities within the wider energy transition

Reduction in Group Scope 1 and 2 emissions

22%

vs 2020 baseline

Reduction in UK Scope 1 and 2 emissions

40%

vs 2018 NSTD[1] baseline

A responsible oil and gas operator with a credible transition roadmap

EnQuest recognises that industry, alongside other key stakeholders such as governments, regulators, and consumers, must contribute to reducing atmospheric emissions to mitigate and slow climate change. EnQuest is committed to delivering against national emission reduction targets, and has in place a Board-approved commitment to reduce Group operated Scope 1 and Scope 2 emissions to net zero by 2040.

At the core of EnQuest's Values is SAFE Results with no harm to people and respect for the environment. As an oil and gas company operating across the energy transition life cycle, safely improving the operating, financial and environmental performance of mature and late-life assets remains a key business focus. Alongside the decarbonisation of existing Group operations, EnQuest's wholly owned subsidiary, Veri Energy, is developing and delivering scalable decarbonisation and renewable energy opportunities within the Group's transition roadmap, including opportunities such as carbon storage, electrification and the production of e-fuels.

Reducing Scope 1 and 2 CO_2e

Within EnQuest's core Upstream and Decommissioning businesses, the Board is focused on a strategy that recognises hydrocarbons will remain a key element of the global energy mix for decades to come, and through which the Group can pursue a business model that helps fulfil energy demand, while reducing Scope 1 and Scope 2 emissions from its own business operations.

EnQuest has committed to reducing its absolute Scope 1 and Scope 2 CO_2e to net zero by 2040. At the end of 2024, the Group's CO_2e emissions have reduced by 22% versus the 2020 baseline, reflecting operational and facilities improvements and lower flaring and diesel usage.

Since 2018, EnQuest's UK emissions have reduced by 40%, including the impact of the decisions to cease production at several of the Group's assets. EnQuest's emission reduction performance is tracking significantly ahead of the UK Government's North Sea Transition Deal target of achieving a 10% reduction in Scope 1 and Scope 2 CO_2 equivalent emissions by 2025.

In addition to reducing upstream emissions, the Group has continued to optimise sales of Kraken cargoes directly to the shipping fuel market, thereby avoiding the significant emissions related to refining – estimated to be c.32–36 $kgCO_2e/bbl$[2,3] for typical North Sea crude, and helping to reduce sulphur emissions in accordance with the International Maritime Organization ('IMO') 2020 regulations.

Notes above:
1 North Sea Transition Deal
2 $kgCO_2e/bbl$ = kilograms of CO_2 equivalent per produced barrel
3 Based on the University of Calgary Petroleum Refinery Life Cycle Model ('PRELIM') recognised by California Air Resources Board, US Energy Technologies Laboratory, US DOE Office of Energy Efficiency and Renewable Energy, Carnegie Endowment for International Peace and the US Environmental Protection Agency

"We have a credible plan to progress our business towards net zero, transforming the carbon footprint of our existing portfolio and developing scalable decarbonisation projects at SVT."

Amjad Bseisu
Chief Executive Officer

Decarbonisation progress in 2024 – Upstream

At Magnus, the Group is investing in the asset's future by sanctioning a flare gas recovery project, which will help meet the NSTA's emission reduction requirements, and the World Bank's target of zero routine flaring by 2030.

Decarbonisation efforts at Kraken include boiler control upgrades to maximise the use of produced gas as fuel for the boilers or main power generators rather than be diverted to flare. The upgrades have been implemented across three boilers at Kraken, with the full emission reduction benefit expected in 2025.

Decarbonisation initiatives at the Greater Kittiwake Area include a study on the feasibility to revert a diesel turbine back into gas, with the potential to displace diesel consumption by utilising fuel gas at a much lower carbon intensity.

In Malaysia, the Group has delivered a 35% emission reduction at PM8/Seligi, against a 2020 baseline. This reduction has been achieved through upgrades to the compression system, resulting in improved compression uptime and reduced flaring.

Midstream

At the Sullom Voe Terminal ('SVT'), two major infrastructure projects are ongoing which, when taken together, are expected to reduce terminal emissions by over 90%. The New Stabilisation Facility ('NSF') will right-size terminal operations to align to current throughput, while the Grid Power Connection project will see the on-site gas-fired power station to be retired from service. These projects will transform the carbon footprint and operating cost at SVT and serve as a high-profile exemplar of the UK's transition in action.

Looking ahead – decarbonisation and diversification

In line with internal Group targets and those set within the regulatory environment, EnQuest is committed to a transition plan which has asset decarbonisation at its heart. Accordingly, the Group continues to identify and assess opportunities to lower the carbon footprint of existing infrastructure, as well as that of prospective acquisition targets.

In South East Asia, EnQuest continues to voluntarily limit emissions in support of Malaysia's Nationally Determined Contributions ('NDC') as per the Paris Agreement.

Upstream

The Group maintains and assesses a hopper of emission reduction opportunities, focused on delivering an increasingly efficient product across the portfolio.

The EnQuest team continues to advance the Bressay gas import project as a subsea tie-back to Kraken with a Bressay Field Development Plan and Kraken FDPA in draft form and a final investment decision planned in 2025. This activity is expected to displace the majority of the diesel currently used to power Kraken operations; driving a material reduction in FPSO emissions and significantly reducing asset operating costs.

At Magnus, a significant proportion of emissions are associated with fuel gas usage. For 2024, fuel gas emissions represented 79% of Magnus's emissions. EnQuest has identified a decarbonisation and efficiency solution by replacing Magnus' three 5-Frame gas turbines with a refurbished LM2500+G4 gas turbine. The pre-existing turbines are oversized for current and forecasted energy demand and therefore right sizing turbines will significantly reduce fuel consumption and emissions associated with production.

Decommissioning

EnQuest's UK Decommissioning directorate oversees the safe and efficient execution of decommissioning work programmes and is committed to delivering them in a responsible manner. This includes minimising emissions and maximising the recycle and reuse of recovered materials. In 2024, EnQuest has continued to demonstrate sector-leading performance within decommissioning, executing the plug and abandonment ('P&A') of 22 wells and doing so at a cost which is lower than the sector benchmark.

Well P&A work is progressing well at both Heather and Thistle, with anticipated disembarkation dates in Q2 2025 and early 2026, respectively. Decommissioning planning work is ongoing at the Greater Kittiwake asset, where the Group is proactively planning to complete well P&A activity alongside continued production.

"EnQuest is committed to a Just Energy Transition, working to meet the UK's oil and gas demand while delivering the cleanest energy available."

Steve Bowyer
General Manager, North Sea

Sullom Voe Terminal, Shetland Islands

Reduction in PM8/Seligi Scope 1 and Scope 2 emissions

35%

vs 2020 baseline

Veri Energy

EnQuest continues to mature renewable energy opportunities at SVT, including electrification, e-fuel production and carbon capture and storage ('CCS').

Veri Energy's electrification plans offer an opportunity for low carbon offshore production in the West of Shetland into the 2050s. The production of green hydrogen and synthetic diesel through harnessing the advantaged natural wind resource around Shetland could provide a low-carbon alternative fuel, supporting decarbonisation of several industries.

In 2023, EnQuest was awarded four CCS licences by the North Sea Transition Authority ('NSTA'). Following work to evaluate the licences, EnQuest took the decision to relinquish the Tern and Eider licences, effective 1 March 2025. The remaining licence areas, CS013 and CS014, incorporate the EnQuest-operated Magnus and Thistle fields, which together establish an estimated capacity of 200 million tonnes of CO_2 storage. Veri Energy's CCS initiatives could see the Group's operational carbon footprint become net negative by 2030. Due to exceptional reservoir sequestration potential, EnQuest estimates that c.10 million tonnes of carbon per annum could be processed through existing SVT infrastructure supporting individual and wider industry emission sequestration.

Sustainability disclosures

EnQuest recognises that sustainability is more than just regulatory requirements, and is poised to align with the increasingly stringent ESG reporting requirements in the UK, with the view that structured reporting disclosures provide an opportunity to transparently report EnQuest's robust and credible net zero strategy, strong governance pathways, and ambition to continuously strive for improvements.

EnQuest's approach to sustainability has been recognised within CDP's new 2024 scoring methodology and has been awarded an A to A- within 10/16 scoring categories, achieving an overall score of B for 2024.

Scope 3

EnQuest recognises the complexity and scope of its value chain and has carefully considered how to approach the disclosure of Scope 3 emissions. In 2024, resources were focused on expanding EnQuest's Scope 3 reporting capacity, with activities including an EnQuest-led emissions workshop with the Group's third-party travel booking agent, and the development of an in-house commuting emissions app. Scope 3 development was undertaken as part of EnQuest's Continuous Improvement Plan ('CIP') and has enabled the progression of EnQuest's Scope 3 reporting category to include Category 5 'Waste', Category 6 'Business Travel', Category 7 'Commuting Emissions' and Category 11 'Sold Product'. For more information on the Group's Scope 3 reporting, please see page 123 of the Directors' Report.

SECR

In 2022, the North Sea Transition Authority requested companies operating in the UK North Sea to consider disclosing certain quantitative metrics in their annual reports. The following disclosure has been made for 2024 in accordance with this request:

North Sea Transition Authority – UK short-term quantitative metrics

Scope 1 and 2 Emissions ($MTCO_2e$)	784,051
Fugitive Emissions as % of Marketed Gas	0.025%
Carbon Intensity Total UK ($MTCO_2e$/Boe)	0.046
Water Pollution Risks (million m^3)	10.77
Waste Management & Disposal (MT)	21,336
Flaring & Venting ($MTCO_2e$/Boe)	0.018
Regulatory Fines	0
Lost Time Injury Frequency Rate	2.3
Recordable Injury Frequency Rate	5.63
Restricted Workday Case	5
Medical Treatment Case	8
Lost Work Day Case	9

Emission reduction incentivisation

Emission reduction goals are included within EnQuest's annual KPIs, and also within EnQuest's medium-term Performance Share Plan ('PSP'). The scheme runs across a three-year period with a minimum reduction threshold of 10% against a rolling baseline.

In 2024, EnQuest delivered an 8.2% reduction against 2021 baseline emissions. For 2025, the PSP three-year incentive scheme will be reviewed against a 2022 emission baseline.

Materiality Assessment

Environmental management

EnQuest's Environment Management System ('EMS') represents a group of reporting procedures that outline the process to manage and mitigate environmental impact, and how the Group will assess and select emission reduction opportunities. The EMS meets the requirements of the OSPAR recommendations 2003/2005 and is aligned with the requirements of International Organization for Standardization's environmental management system standard – ISO 14001 and ISO 50001.

Materiality assessment

In 2024, EnQuest undertook a materiality assessment with reference to Global Reporting Initiative ('GRI') and International Association of Oil & Gas Producers ('IOGP') material sustainability topics for the oil and gas industry. This process was supported by Wood Mackenzie. The assessment enabled EnQuest to identify and understand the relative importance of specific sustainability-related subjects to EnQuest's operations, and to ensure they were appropriately addressed within the Group's Risk Management Framework ('RMF').

EnQuest will continue to review the outputs of this assessment as regulatory requirements continue to evolve.

Sustainability matrix

The chart above shows the impact of key sustainability issues on EnQuest's business on the x-axis and the stakeholder's view of the effectiveness of EnQuest's response to these issues on the y-axis. The size of the bubble represents the importance to stakeholders. The scores on the y-axis were gathered through an online survey and face-to-face interviews with external stakeholders. The y-axis scores were averaged for online respondents and interviewees separately. The final score represents a weighted average of the two groups surveyed.

Interpretation of the materiality assessment results

Scores gathered through one-on-one interviews were weighted at 70%, given their more in-depth, higher-quality input.

The stakeholders scored the effectiveness of EnQuest's response for each sustainability issue in the range between 6.5-8.5, given a scale of 1-10, with 1 representing an ineffective response and 10 representing an exceptionally effective response.

- Most of the issues identified as 'Negligible' or 'Minor' by EnQuest were also low in importance for stakeholders;
- Ten issues shown in the table above (1, 2, 7, 8, 9, 10, 14, 17, 18 and 19) were assessed by EnQuest as having a potentially 'Severe' or 'Major' impact on the Company;
- Stakeholder responses demonstrated strong alignment with the ten issues marked as 'High' importance;
- In general, the effectiveness of EnQuest's response was scored highly. Issue 7 (Decommissioning) was scored highly across all stakeholder groups.

Social

Our culture defines how we approach safety and ensures that our people, our most important asset, go home safe and well.

"Our culture defines how we approach safety and ensures that our people, our most important asset, go home safe and well."

Ian McKimmie
Director of HSE and Wells

Health and safety
Underpinning the Group's licence to operate is its health and safety performance. The Group focuses on the delivery of SAFE Results while realising its business objectives. To achieve this, the business is managed in accordance with the Board-approved Group-wide Health, Safety, Environment and Assurance ('HSEA') Policy, which can be found on the Group's website, www.enquest.com, under Environmental, Social and Governance.

Culture
Safety is at the heart of EnQuest's Values. The Group undertakes continuous improvement activities to ensure that its health and safety culture continues to develop. These have a focus on the prevention of personal injuries, dangerous occurrences and hydrocarbon releases and, in support of the delivery of SAFE Behaviours, are aligned to four key pillars of:

- **Standards** – following rules and procedures;
- **Awareness** – understanding the hazards and controls;
- **Fairness** – adopting the correct behaviours; and
- **Engagement** – communicating effectively.

Several improvements were made in people, plant and process safety, including:

- Shutdowns undertaken across the Group's operated asset base continued to focus on driving improved asset integrity and reliability;
- Risk-based approach applied to global audit and assurance plans and activities, to focus efforts on key areas of the business;
- Maturation of the process safety barrier model improving the visibility of integrity status to prioritise allocation of resources based upon risk; and
- Updates to key processes; Control of Work, Safe Isolation and Reinstatement of Plant and Investigation Management were made to improve ease of use and understanding and to incorporate learnings from previous events.

EnQuest Malaysia's continuous focus on a safe working environment delivered zero lost time injuries in 2024 and saw the Group recognised for HSE Excellence at the Malaysia Upstream Awards.

The Group's health and safety performance has continued to be strong from a leading indicator perspective, while lagging indicators of Lost Time Incidents ('LTIs') and hydrocarbon releases were more challenged. There has been further development of the continuous improvement culture with several activities undertaken in 2024 including:

- Independent audit of the Investigation Management Process with improvement plans identified;
- Exceeding the target for site safety-leadership visits, a leading safety indicator of engagement;
- Continuing to reduce high-risk safety and environmental critical element repair orders, which has lowered the risk profile across the Group; and
- Contributing positively to the industry organisations Offshore Energies UK and Step Change in Safety initiatives and campaigns.

No Health and Safety Executive ('HSE') Improvement Notices were issued in 2024.

Health
EnQuest recognises the benefits of promoting positive health and wellbeing within the workplace. As such, the Group operates a Mental Health Policy to underpin a commitment to protecting and maintaining the health, safety and wellbeing of its workforce. The employee-led Wellbeing Committee implemented a number of activities such as Step Challenges, Menopause Awareness events and participation in the Corporate Games.

Personal safety
Management of late-life assets through production operations, drilling and decommissioning activities requires constant vigilance and attention to detail. During the year, nine LTIs were reported across the Group, resulting in a Group LTI frequency[1] of 1.55 (2023: 0.52) against a backdrop of 5,815,350 man hours worked.

The LTIs in 2024 were all related to contractor personnel and primarily occurred during routine activities. In response, management emphasised the need for increased leadership and accountability, continued focus on hazards and controls and dynamic risk assessment for all personnel at EnQuest sites.

Various notable milestones were achieved across the Group's asset base:

- The asset team at Kittiwake recorded 19 years LTI free;
- SVT achieved two significant milestones in 2024: reaching five years and five million manhours LTI free; and
- The PM8E/Seligi team achieved the milestone of two years LTI free in August with over four million manhours performed on production operations, drilling, well operations and shutdown activities.

Process safety
Process safety continued to be a focus in 2024. In conjunction with the 2023 asset integrity review, there has been progress achieved in risk review processes, such as the maturation of the major accident hazard barrier model which enables the extraction of real-time inspection and maintenance data.

This has enabled the monthly asset Process Safety Review and Improvement Boards to generate open and transparent discussions about key threats and control arrangements:

- For those assets in a decommissioning phase and not processing hydrocarbons, asset integrity is being assured to deliver safe decommissioning activities, while the management of safety-critical maintenance is tailored to reflect the specific circumstances of each asset;
- HSEA systems have continued to be reviewed and the use of data visualisation tools is better informing HSEA performance and ensuring that any response to changing HSEA processes is supported by reliable data sources from automated systems;
- In both Malaysia and the UK, regulator interaction continues in an open and transparent manner, allowing for collaboration on key issues; and
- 2024 included one reportable hydrocarbon release across UK-operated assets (2023: two; 2022: three; 2021: one), while Malaysia incurred a single hydrocarbon release (2023: one; 2022: zero; 2021: one). Hydrocarbon release prevention also remained a focus area in 2024 and further programmes are planned for 2025 in the areas of operational procedures and integrity management.

LTI frequency[1] performance

1.55

Tier 1 hydrocarbon releases across the Group[2]

2

1 Lost Time Incident frequency represents the number of incidents per million exposure hours worked (based on 12 hours for offshore and eight hours for onshore)
2 Tier 1 Hydrocarbon release, 10kg gas or 100kg oil

"We are committed to achieving SAFE Results through comprehensive HSE processes and resources, personal responsibility, and the right to stop the job."

Ian McKimmie
Director of HSE and Wells

Community

EnQuest has an established culture of supporting the communities in which we operate.

Charitable donations in 2024 ($000)

c.181

EnQuest celebrated ten years of successful operations in Malaysia during 2024

UK
EnQuest made a series of charitable donations throughout the year:

- Offshore and at SVT, our charitable donation scheme is directly linked to positive health and safety performance on our assets. Through these schemes EnQuest was able to donate to a wide range of charities including Scottish hospices, local cancer support groups as well as Men United, which aims to promote and protect the mental health and wellbeing of men, and AberNecessities which provides disadvantaged families with essential and basic necessities that no child should go without;
- SVT also supported a range of cultural and sporting events in Shetland in 2024, including Sail Training Shetland and event which supports 70 young people travelling from Shetland to Bergen. In addition, EnQuest also sponsored Shetland Rugby's mid-summer event for children, women's and men's matches and the Shetland Junior Golf Open;
- Seven educational awards for the academic year 2023-2024 were made by the Trustees of the Sullom Voe Terminal Participants' Tenth Anniversary Fund. Now in its 36th year, the Trust was established to promote and encourage the education of Shetland residents who will be studying a discipline likely to contribute to the social or economic development of Shetland. This year, students are engaged in disciplines as wide ranging as medicine, primary education, marine and fresh water biology and electrical and mechanical engineering. As operator, EnQuest also offers a scholarship opportunity to a student studying in a technical or commercial discipline that is relevant to SVT, where they take part in a work placement at the terminal during the summer break;
- In Aberdeen, EnQuest was able to donate to a range of charities including our two core charities in the North Sea, CLAN Cancer Support and the Archie Foundation. EnQuest also donated to Befriend a Child, a charity that supports disadvantaged children in Aberdeen City and Shire, the Camphill School which cares for children and young people with learning disabilities and complex additional support needs in Aberdeen, as well as matching employee funding for a range of charities from the First Scottish Women's Junior Cycle team to Duchenne UK, a muscular dystrophy disease that targets young boys aged between three and six years; and

EnQuest's Board of Directors visited Aberdeen for a series of employee events

> "At EnQuest, our people will always be our most important asset."
>
> **Amjad Bseisu**
> Chief Executive Officer

- EnQuest also offered 11 internship placements in the summer to a diverse group of postgraduates and undergraduates working across the business divisions from Upstream to Decommissioning, HR, as well as its Wells and Veri Energy business. Since September 2023, EnQuest has committed to sponsor a Mechanical Engineering student from Aberdeen University for the duration of their five-year degree course. This funding goes towards educational materials and subsistence for the student. This student will be invited to participate in our intern programme during their studies. Throughout 2024 EnQuest has also been supporting a Foundation Apprenticeship student. A Foundation Apprenticeship is a qualification for school pupils which combines college-based learning and work-based learning. EnQuest will continue to expand its commitment to develop new talent in the industry and has already committed to a further graduate and intern programme for 2025.

Malaysia
In Malaysia, EnQuest continued to support a very active programme of local community initiatives, charitable donations, and educational sponsorship, including:

- EnQuest Malaysia continued to support the Orang Asli primary school, Sekolah Kebangsaan Sungai Pergam, in Terengganu by contributing RM43,200 to student bursaries for 45 students through MyKasih 'Love My School' cashless programme. The bursaries enabled students to make cashless purchases of daily canteen meals and classroom necessities at school;
- EnQuest Malaysia has supported the school since June 2019, with the school being one of only two Orang Asli primary schools in the state. Having funded the refurbishment of the school canteen in 2019, EnQuest committed to paying RM60,550 for upgrades to classrooms and the school's roof. This included refurbishing a classroom for after-school sessions to ensure no child is left behind in their studies;
- In 2024, 14 local university students were selected for internship placements in a variety of disciplines;
- EnQuest Malaysia has a total of six graduates of our scholarship awards, a joint sponsorship between EnQuest and The Amjad and Suha Bseisu Foundation. Disciplines include geology as well as chemical, mechanical, and petroleum engineering at courses offered at the Universiti Malaya, Universiti Teknologi Malaysia and Universiti Teknologi Petronas. Currently, we have four active scholarship recipients under the joint programme; and
- EnQuest Malaysia collaborated with the Global Peace Foundation Malaysia to enhance living circumstances for two indigenous communities in Pahang, helping more than 50 families.

Our people

At EnQuest, we recognise people are critical to our success and we are committed to ensuring EnQuest remains a great place to work. We have a strong set of Values that underpin our way of working and provide a rewarding work environment, with opportunities for growth and learning while contributing to the delivery of our strategy.

An inclusive workforce
We remain committed to providing an inclusive culture that recognises and celebrates difference and sees a diverse culture as an enabler of creativity and performance improvement. Established in 2021, the Group-wide diversity and inclusion ('D&I') strategy, was updated in 2024 to become a Diversity, Equity and Inclusion ('DE&I') strategy. EnQuest continues to focus on embedding the DE&I values into Company culture and making continuous efforts to fostering an environment that supports employee engagement and demonstrates our values across the Company. The DE&I policy and plan can be found on the Group's website (www.enquest.com), outlining our eight key commitments to:

- Understand the diversity of our workforce;
- Challenge personal bias, microaggressions and discrimination;
- Engage and educate our workforce on DE&I;
- Recruit on merit and consider diverse talent;
- Ensure that diverse talent is well represented;
- Reinforce meritocracy in performance evaluation and career advancement;
- Be influential and make real impact on society; and
- Learn and continuously improve.

The UK's EnQlusion workforce group promoted a number of initiatives during 2024, including continued support for the Association for Black and Minority Ethnic Engineers and International Women's Day, as well as engaging in a variety of cultural celebration events through the year. EnQuest also worked with SPE International to deliver DE&I training to all of the onshore and offshore workforce. In 2024 EnQuest has also become a member of the OEUK D&I Special Interest Group.

Recruitment

Our people and organisational strategy is to ensure that we have the right people, in the right roles, driving performance and delivering efficiencies as we pursue our strategy. We ensure that our processes are open and transparent, providing equal opportunities for all. We will continue with this approach, recruiting individuals based on merit and their suitability for the role.

We remain committed to fair treatment of people with disabilities in relation to job applications. Full and fair consideration is given to applications from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. In 2024 EnQuest became a Disability Confident Committed employer, formally recognising our commitment to increase our understanding of disabilities in the workplace and supporting disabled people to fulfil their potential.

During January 2025, EnQuest was an exhibitor at a SmartSTEM event at the University of Aberdeen. The event welcomed over 280 pupils from schools across Aberdeen City and Shire from socio-economically challenged areas, with the aim to inspire young students to study and pursue careers in science, technology, engineering and mathematics ('STEM') disciplines.

In addition, EnQuest employees exhibited at a careers fair in Lerwick, on Shetland, which was open to all secondary school students on the island. The event was attended by over 1,500 visitors and provided an opportunity for EnQuest to share information on operations at SVT and across the energy industry.

Ways of working and engagement

We have a strong set of Values and high standards of business conduct which we expect our employees and everyone we work with to demonstrate and adhere to. Throughout 2024, we continued to celebrate and recognise those who had demonstrably lived our Values through Values awards presented at our Global Town Hall events.

EnQuest's Chairman, Gareth Penny, was the Company's formally designated Non-Executive Director for workforce engagement for most of 2024. Rosalind Kainyah, Non-Executive Director, took over the role in October 2024. The Forum functions as a useful interface between employees and management for constructive two-way dialogue. Areas discussed and reviewed during the year included:

- Board Member changes in 2024;
- HSE Focus / LTIs;
- Veri Energy inception and strategy;
- Fiscal challenges and political landscape; and
- Acquisitions and opportunities for EnQuest growth.

In addition, during 2024, EnQuest Non-Executive Directors maintained a broad approach for employee engagement, such as through face-to-face meetings in specifically arranged, small group sessions. Further details of how the Company engages with its workforce can be found in the Corporate governance statement on page 95.

Our commitment to wellbeing

The mental and physical welfare of all employees continues to be a major focus across the business. During 2023, a Mental Health and Wellbeing policy was developed and launched with the aim of protecting and maintaining the health, safety and welfare of employees by promoting positive health and wellbeing in the workplace. In 2024 we have continued this focus as provided online and face to face mental health training for managers. Managers are often the first line of defence when spotting an employee who may be suffering with poor mental health. Equipping managers with the knowledge and understanding of how best to support their teams has been recognised as the best start to improving workplace wellbeing.

We have a well-established Wellbeing Committee, consisting of an active membership from across the business. The Committee is pivotal in developing initiatives covering all aspects of individual wellbeing such as Mental Health Awareness week and introducing dignity baskets in female bathrooms, as well as social events such as our annual children's Christmas party. In 2024, EnQuest participated in the Aberdeen Corporate Games and saw excellent involvement from colleagues across the organisation in a variety of sporting events. We also use our internal social media channel to promote these initiatives and others, such as those targeted at physical health, including pilates, nutrition, along with the annual 'rig-run' and 'step count' challenges throughout the year

Continued growth and learning

In line with UK legislation, EnQuest continues to contribute to the UK Apprenticeship Levy each year. Contributions to the levy can be reclaimed for specific training initiatives and EnQuest has partnered with SDC-Learn since 2023 to provide a Vocational Leadership Programme. For 2024-25, EnQuest has specifically targeted employees who aspire to and demonstrate a high potential to grow into a leadership or more senior leadership role in the future. With three cohorts commencing at different levels during this period, the programme will deliver a Vocational Qualification in Management and a Modern Apprenticeship Certificate upon completion. In Malaysia, the development of offshore competencies has remained a key focus during 2024 with a multi-phase training programme implemented with partner Institut Teknologi Petroleum PETRONAS (INSTEP). Office-based employees are provided with the opportunity to undertake an assignment at EnQuest's London and Aberdeen offices. In doing so they gain an understanding of global business expectations and enhance their technical and professional skills. There are currently two individuals from Malaysia on secondment in the UK. E-Learning remains a key tool in delivering training to employees in Malaysia with greater flexibility to meet their individual training needs.

Identifying succession plans for our business-critical roles continued in 2024 to ensure we retain and develop high-potential employees. We conduct regular reviews to ensure the direction, focus and development of employees identified remain relevant and on track. In 2024 a new development process was designed and launched to managers to support the new framework. This included the introduction of a new digital Talent Profile for employees to build and maintain within our HR Information System ('HRIS'). As part of our management training on this, we also provided guidance on how to engage and discuss career development with their direct reports more effectively.

Breakfast with the Board enabled employees to discuss EnQuest culture with Directors

We communicated the new offering to employees via an HR roadshow at the end of June 2024. Simultaneously, we also launched LinkedIn Learning to all employees to better support and enable self-driven bite-size learning that employees can access on demand and in line with their own individual learning needs.

To reinforce the above action, we revisited our Mid-Year Review approach in order to utilise this process to further encourage employees to complete their talent profiles and drive career talks with line managers. As we have digitalised these through our HRIS, we can now access a detailed overview of the training needs that exist across the organisation, which in turn is helping to drive more data-driven decision-making around training.

In addition to this key focus on learning needs and training, we are continuing to work on our new career progression framework. Our aim now is to enhance the visibility of career paths that employees can have at EnQuest.

Gender pay gap

When EnQuest published its first report on the gender pay gap in 2017, it highlighted a noticeable gap between what our male and female employees were being paid. Since then, the Company has worked hard on addressing and reducing the gap from a mean difference of men being paid 38.7% more in 2017 down to 22.8% in 2024.

The Group's mean gender pay gap has unfortunately increased from 21% in 2023 to 22.8% in 2024. Analysis suggests that this increase in gender pay gap has been driven by fewer female workers in the upper quartile pay segment compared to 2023. Also, the number of women in the lower quartile pay segment increased while the number of men decreased.

Looking forward, we are committed to improving our gender pay gap in 2025 and beyond. We will do this through continued focus on diversity and inclusion in all aspects of our business, fair and balanced recruitment and promotion processes and regular assessment of skills and capability to ensure we have the right people in the right roles regardless of gender, ethnicity or socio-economic background. For a breakdown of our Director and workforce gender, please see page 99.

EnQuest was an exhibitor at a SmartSTEM event at the University of Aberdeen

Governance

The Board confirms that the Group complies with the Financial Reporting Council's Guidance on Risk Management, Internal Control and Related Financial and Business Reporting.

Robust Risk Management Framework Risks and uncertainties

Management of risks and uncertainties
Consistent with the Group's purpose, the Board has articulated EnQuest's strategic vision to be the partner of choice for responsible management of existing energy assets, applying our core capabilities to create value through the transition.

EnQuest seeks to balance its risk position between investing in activities that can achieve its near-term targets, including those associated with reducing emissions, and those which can drive future growth with appropriate returns, including capitalising on any opportunities that may present themselves, and the continuing need to remain financially disciplined. This combination drives cost efficiency and cash flow generation, facilitating continued reduction in the Group's debt.

In pursuit of its strategy, EnQuest has to manage a variety of risks. Accordingly, the Board has established a Risk Management Framework ('RMF') to enhance effective risk management within the following Board-approved overarching statements of risk appetite:

- The Group makes investments and manages the asset portfolio against agreed key performance indicators consistent with the strategic objectives of enhancing net cash flow, reducing leverage, reducing emissions, managing costs, diversifying its asset base and pursuing new energy and decarbonisation opportunities;
- The Group seeks to embed a culture of risk management within the organisation corresponding to the risk appetite which is articulated for each of its principal risks;
- The Group seeks to avoid reputational risk by ensuring that its operational and HSEA processes, policies and practices reduce the potential for error and harm to the greatest extent practicable by means of a variety of controls to prevent or mitigate occurrence; and
- The Group sets clear tolerances for all material operational risks to minimise overall operational losses, with zero tolerance for criminal conduct.

The Board reviews the Group's risk appetite annually in light of changing market conditions and the Group's performance and strategic focus. Senior management periodically reviews and updates the Group Risk Register based on the individual risk registers of the business. The Board also periodically reviews (with senior management) the Group Risk Register, an assurance map and controls review, a Risk Report (focused on identifying and mitigating the most critical and emerging risks through a systematic analysis of the Group's business, its industry and the global risk environment), and a Continuous Improvement Plan ('CIP') to ensure that key issues are being adequately identified and actively managed. In addition, the Group's Audit Committee oversees the effectiveness of the RMF while the Sustainability and Risk Committee provides a forum for the Board to review selected individual risk areas in greater depth (for further information, please see the Audit Committee report on pages 101 to 106 and the Sustainability and Risk Committee report on pages 118 to 119).

As part of its strategic, business planning and risk processes, the Group considers how a number of macroeconomic themes may influence its principal risks. These are factors which the Group should be cognisant of when developing its strategy. They include, for example, long-term supply and demand trends for oil and gas and renewable energy, the evolution of the fiscal regime, developments in technology, demographics, the financial, physical and transition risks associated with climate change and other ESG trends, and how markets and the regulatory environment may respond, and the decommissioning of infrastructure in the UK North Sea and other mature basins. These themes are relevant to the Group's assessments across a number of its principal risks. The Group will continue to monitor these themes and the relevant developing policy environment at an international and national level, adapting its strategy accordingly.

For example, the Group has made further progress in the development and execution of its energy transition and decarbonisation strategy through the sanction of major decarbonisation projects across its existing infrastructure, as well as a suite of scalable renewable energy and decarbonisation projects under the management of Veri Energy, a wholly owned subsidiary of the Group.

The Group is also conscious that, as an operator of mature producing assets with limited appetite for exploration, it has only slight exposure to investments that do not deliver near-term returns and is therefore in a position to adapt and calibrate its exposure to new investments according to developments in relevant markets. This flexibility also ensures the Group can mitigate against the potential impact of 'stranded assets' (being those assets that are no longer able to earn an economic return as a result of changes associated with the transition to a low-carbon economy).

Within the Group's RMF, the Sustainability and Risk Committee has categorised all risk areas faced by the Group into a 'Risk Library' of 19 overarching risks. For each risk area, 'Risk Bowties' are used to identify risk causes and impacts, with these mapped against preventative and containment controls used to manage the risks to acceptable levels (see diagram on following page). These Risk Bowties are periodically reviewed to ensure they remain fit for purpose.

The Board, cognisant of the changes to the UK Corporate Governance Code during 2024 (and Provision 29 for future financial years), supported by the Audit Committee and the Sustainability and Risk Committee, has reviewed the Group's system of risk management and internal control for the period from 1 January 2024 to the date of this report and carried out a robust assessment of the Group's emerging and principal risks and the procedures in place to identify and mitigate these risks. A RMF Performance report is produced and reviewed at each Sustainability and Risk Committee meeting in support of this review. The Group will report on the updated UK Corporate Governance Code 2024 changes as appropriate.

Our strategic focus

1. Managing assets to optimise and grow production while exercising cost control and capital discipline
2. Repurposing existing infrastructure to deliver new energy and decarbonisation opportunities at scale
3. Safely and efficiently executing decommissioning activities
4. Managing our Balance Sheet while pursuing selective, capability-led and value-accretive acquisitions

See more in Our strategy **Page 18**

Key Performance Indicators ('KPIs'):

A	HSEA (LTI)
B	Production (Boepd)
C	Unit opex ($/Boe)
D	Cash generated by operations ($ million)
E	Cash capital and abandonment expense ($ million)
F	EnQuest net debt ($ million)
G	Net 2P reserves (MMboe)
H	Emissions (tCO_2e)

See more in Our strategy **Page 18**

ENQUEST RISK MANAGEMENT FRAMEWORK

WHAT WE MONITOR

Enterprise risk register
A summary of the Group's key risks; prepared by combining key risks identified from the asset and functional risk registers with Group-level risks.

Asset and functional risk registers
A compilation of risks (including threats and opportunities) and mitigating controls being managed at an operational/functional level on a day-to-day basis.

Quarterly RMF performance report
Reviewed by leadership teams before being presented to the Sustainability and Risk Committee and uploaded to the Board portal.

Continuous Improvement Plan
A summary of the key actions planned for continual improvement of the RMF.

Risk landscape inputs/considerations
Comprises:

(a) long-term macro factors such as political risk; supply and demand trends; climate change-related financial, physical and transition risks; and the decommissioning of infrastructure; and
(b) near-term, emerging and principal risks. These are considered holistically on a backward and forward-looking basis, alongside outputs from relevant strategic reviews, and summarised in an annual Risk Report presented to the Sustainability and Risk Committee.

Assessment
Risk causes; likelihood and impact; gross impact; mitigating controls (preventative and containment); net impact; risk appetite; improvement actions; and risk owner.

Identified risks
14 principal risks mapped from a 'Risk Library' of 19 overarching risks.

HOW WE MONITOR

Board of Directors (pages 90 to 91)
Responsible for providing oversight of the Group's control and risk management systems, reviewing key risks and mitigating controls periodically. Approves the Group's risk appetite annually and approves the Group's going concern and viability statements.

Audit Committee (pages 101 to 106)
- Reviews the effectiveness of the Group's internal financial and IT-related controls;
- Reviews the internal audit assurance programme; and
- Reviews and recommends for approval by the Board the Group's going concern and viability statements.

Supported by the Group's Internal Audit function.

Sustainability and Risk Committee (pages 118 to 119)
- Supports the implementation and progression of the Group's RMF;
- Monitors the adequacy of containment and mitigating controls, and progression of mitigation of risks;
- Undertakes in-depth analysis of specific risks and considers existing and potential new controls;
- Conducts detailed reviews of key non-financial risks not reviewed within the Audit Committee; and
- Reviews HSE, technical and reserves matters.

Business leadership teams
- Regularly reviews operating performance against stretching targets and agreed KPIs; and
- Regularly reviews asset risk registers and considers the results of assurance audits over operational controls.

Executive Committee
- Frequently reviews Group performance, including financial, operating and HSE performance; and
- Periodically reviews the Enterprise Risk Register and RMF performance report.

HSEA Directorate
- Regularly reviews the Group's HSE performance against stretching targets, agreed KPIs and industry benchmarks; and
- Regularly reviews the HSE risk register and considers the results of assurance audits over HSE controls.

Near-term and emerging risks
As outlined previously, the Group's RMF is embedded at all levels of the organisation with asset risk registers, regional and functional risk registers and ultimately an enterprise-level 'Risk Library'. This integration enables the Group to identify quickly, escalate and appropriately manage emerging risks, and how these ultimately impact on the enterprise-level risk and their associated 'Risk Bowties'. In turn, this ensures that the preventative and containment controls in place for a given risk are reviewed and remain robust based upon the identified risk profile. It also drives the required prioritisation of in-depth reviews to be undertaken by the Sustainability and Risk Committee, which are now integrated into the Group's internal audit programme for review. During the year, six Risk Bowties were reviewed, ensuring that all 19 of the Group's identified risks have been reviewed within the targeted three-year cycle.

ONGOING GEOPOLITICAL SITUATION
The Group has continued to assess its commercial and IT security arrangements and does not consider it has a material adverse exposure to the geopolitical situation with respect to the conflicts in Western Europe or the Middle East, although recognises that the situations have caused oil price volatility. The Group continues to monitor its position to ensure it remains compliant with any sanctions in place.

Climate change risks
While not considered an emerging risk, given the focus on climate-related risks for energy companies, EnQuest has provided further detail below on its assessment of this risk within the Group's Risk Library. Additional information can be found in the Group's Task Force on Climate-related Financial Disclosures, starting on page 74.

CLIMATE CHANGE RISK
The Group recognises that climate change concerns and related regulatory developments could impact a number of the Group's principal risks, such as oil and gas price, financial, reputational and fiscal risk and government take, which are disclosed later in this report.

APPETITE
EnQuest recognises that the oil and gas industry, alongside other key stakeholders such as governments, regulators and consumers, must all play a part in reducing the impact of carbon-related emissions on climate change, and is committed to contributing positively towards the drive to net zero through the energy transition through reducing Scope 1 and Scope 2 emissions from existing operations. A decarbonisation strategy is being pursued through EnQuest's wholly owned subsidiary, Veri Energy, which was established to drive decarbonisation and renewable energy business opportunities.

The Group's risk appetite for climate change risk is reported against the Group's impacted principal risks, while a discrete disclosure against the Task Force on Climate-related Financial Disclosures can be found on pages 74 to 83.

MITIGATION
Mitigations against the Group's principal risks potentially impacted by climate change are reported later in this report.

The Group has an emissions management strategy and is committed to a 10% reduction in Scope 1 and 2 emissions over three years against a rolling year-end baseline. These targets are directly linked to organisation-wide remuneration via the Group Performance Share Plan. The first three-year period of emission reduction targets covered the 2023 out-turn versus a 2020 baseline, and in this period the Group achieved a reduction of 23% through improvements in operational performance, minimising flaring and venting where possible, and the application of appropriate and economic improvement initiatives.

For 2024, the rolling emission reduction strategy shifted to a new baseline of verified 2021 emissions and, when measured against this, the Group's year-end 2024 emissions achieved an 8.2% reduction against a year-end 2021 baseline, falling short of the 10% emission reduction target. Exceptional decarbonisation efforts in 2021 reduced baseline emissions by 16% compared to 2020, far surpassing the targeted 3% year-on-year reduction.

Looking ahead, EnQuest has initiated significant decarbonisation workstreams across its existing portfolio, including a Flare Gas Recovery Project at Magnus, the New Stabilisation Facility and long-term power solution at the Sullom Voe Terminal ('SVT'), and the potential for a Bressay gas line to power Kraken operations.

Following the establishment of Veri Energy during 2023, the Group's business model incorporates a focus on repurposing existing infrastructure to support its renewable energy and decarbonisation ambitions, centred around SVT.

EnQuest has reported on all of the greenhouse gas emission sources within its operational control required under the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013 and The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (see pages 122 to 124 for more information).

The Group's focus on short-cycle investments drives an inherent mitigation against the potential impact of 'stranded assets'.

Key business risks
The Group's principal risks (identified from the 'Risk Library') are those which could prevent the business from executing its strategy and creating value for shareholders or lead to a significant loss of reputation. The Board has carried out a robust assessment of the principal and emerging risks facing the Group at its February meeting, including those that would threaten its business model, future performance, solvency or liquidity. Further to this assessment, the Board has committed to reviewing its principal risks and uncertainties during 2025 as part of its preparation for reporting against the 2024 changes to provision 29 of the Code.

Cognisant of the Group's purpose and strategy, the Board is satisfied that the Group's risk management system works effectively in assessing and managing the Group's risk appetite and has supported a robust assessment by the Directors of the principal risks facing the Group.

Set out on the following pages are:

- The principal risks and mitigations;
- An estimate of the potential impact and likelihood of occurrence after the mitigation actions, along with how these have changed in the past year and which of the Group's KPIs could be impacted by this risk (see page 5 for an explanation of the KPI symbols); and
- An articulation of the Group's risk appetite for each of these principal risks.

Among these, the key risks the Group currently faces are materially lower oil prices for an extended period (see 'Oil and gas prices' risk on page 59), and/or a materially lower than expected production performance for a prolonged period (see 'Production' risk on page 60 and 'Reserves estimation and replacement' on page 65), which could reduce the Group's cash generation, which may in turn impact the Company's ability to comply with the requirements of its debt facilities and/or execute growth opportunities.

Health, Safety and Environment ('HSE')

RISK
Oil and gas development, production and exploration activities are by their very nature complex, with HSE risks covering many areas, including major accident hazards, personal health and safety, compliance with regulatory requirements, asset integrity issues and potential environmental impacts, including those associated with climate change.

APPETITE
The Group's principal aim is SAFE Results with no harm to people and respect for the environment. Should operational results and safety ever come into conflict, employees have a responsibility to choose safety over operational results. Every employee is empowered to stop operations for safety-related reasons.

The Group's desire is to maintain upper quartile HSE performance measured against suitable industry metrics.

In 2024, EnQuest's Lost Time Incident frequency rate[1] ('LTIF') of 1.55 and two hydrocarbon releases, reported on page 49, challenged this objective. The lost time injuries were all associated with routine repetitive tasks. The root causes have been assessed and the Group is working closely with the contractors involved to ensure that everyone is aligned with EnQuest's safety culture, trained on equipment and procedures and empowered to stop a task should a safer method be identified. The hydrocarbon releases did not have common root causes and occurred at two different locations. All events were subject to thorough investigation and no systemic failure was identified within EnQuest systems.

All of the injurious events in 2024 were associated with external contractors, reflecting the high level of project and decommissioning activities that rely on these services. Regardless, the Group takes its responsibility seriously and has provided additional resources to support contractors to ensure that EnQuest's fundamental aim of ensuring no harm to people and respect for the environment is given the highest priority.

MITIGATION
The Group's HSE Policy is fully integrated across its operated sites and this enables a consistent focus on HSE. There is a strong assurance programme in place to ensure that the Group complies with its policy and principles and regulatory commitments.

The Group maintains, in conjunction with its core contractors, a comprehensive programme of assurance activities and has undertaken a series of in-depth reviews into the Risk Bowties that have demonstrated the robustness of the management process and identified opportunities for improvement which are implemented on a prioritised risk basis. The Group-aligned HSE Continuous Improvement Plan promotes a culture of accountability and performance in relation to HSE matters. The purpose of this plan is to ensure that everyone understands what is expected of them by having realistic standards, governance, and capabilities to add value and support the business. HSE performance is discussed at each Board meeting and the mitigation of HSE risk continues to be a core responsibility of the Sustainability and Risk Committee. During 2024, the Group continued to focus on the control of major accident hazards and SAFE Behaviours.

In addition, the Group has positive and transparent relationships with the UK Health and Safety Executive and Department for Energy Security and Net Zero, and the Malaysian regulator, PETRONAS Malaysia Petroleum Management.

Potential impact

Medium (2023: Medium)

Likelihood

Medium (2023: Medium)

Change from last year

EnQuest respects the hazards associated with oil and gas development and production in harsh environments and has applied continued focus to the safety and wellbeing of its people and assets. As a result, the potential impact and likelihood remains in line with 2023. Through our HSE processes, there is continuous focus on the management of the barriers that prevent hazards occurring. The Group has a strong, open and transparent reporting culture and monitors both leading and lagging indicators and incurs substantial costs in complying with HSE requirements. The Group's overall record on HSE has been good and is achieved by working closely and openly with contractors, verifiers and regulators to identify potential improvements through an active assurance process and implement plans to close any gaps in a timely manner.

Risk appetite

Low (2023: Low)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B C D E F G H

Read more in Highlights **see Page 4**

1 Lost Time Incident frequency represents the number of incidents per million exposure hours worked (based on 12 hours for offshore and eight hours for onshore)

Oil and Gas Prices

RISK
A material decline in oil and gas prices adversely affects the Group's operations and financial condition as the Group's revenue depends substantially on oil prices.

APPETITE
The Group recognises that considerable exposure to this risk is inherent to its business but is committed to protecting cash flows in line with the terms of its reserve based lending ('RBL') facility.

MITIGATION
This risk is being mitigated by a number of measures.

As an operator of mature producing assets with limited appetite for exploration, the Group has limited exposure to investments which do not deliver near-term returns and is therefore in a position to adapt and calibrate its exposure to new investments according to developments in relevant markets.

The Group monitors oil price sensitivity relative to its capital commitments and its assessment of the funds required to support investment in the development of its resources. The Group will therefore regularly review and implement suitable programmes to hedge against the possible negative impact of changes in oil prices within the terms of its established policy (see page 174) and the terms of the Group's RBL facility, which requires hedging of EnQuest's entitlement sales volumes (see page 174). To mitigate oil price volatility, the Directors have hedged a total of 3.1 MMbbls from 1st April 2025 for the next 12 months with an average floor price of $69.6/bbl and a further 1.3 MMbbls in the subsequent 12 month period with an average floor price of $68.3/bbl, in each case predominantly utilising swaps. The Directors, in line with Group policy and the terms of its RBL facility, will continue to pursue hedging at the appropriate time and price.

The Group has an established in-house trading and marketing function to enable it to enhance its ability to mitigate the exposure to volatility in oil prices.

Further, the Group's focus on production efficiency supports mitigation against a low oil price environment.

Potential impact

High (2023: High)

Likelihood

High (2023: High)

Change from last year

The potential impact and likelihood remain high, reflecting the uncertain economic outlook, including possible impacts from a global recession, geopolitical tensions and associated sanctions, and the potential acceleration of 'peak oil' demand.

The Group recognises that climate change concerns and related regulatory developments are likely to reduce demand for hydrocarbons over time. This may be mitigated by correlated constraints on the development of new supply. Further, oil and gas will remain an important part of the energy mix, especially in developing regions.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B D E F G

Read more in Highlights **see Page 4**

Production

RISK
The Group's production is critical to its success and is subject to a variety of risks, including subsurface uncertainties, operating in a mature field environment, potential for significant unexpected shutdowns, and unplanned expenditure (particularly where remediation may be dependent on suitable weather conditions offshore).

Lower than expected reservoir performance or insufficient addition of new resources may have a material impact on the Group's future growth.

Longer-term production is threatened if low oil prices or prolonged field shutdowns and/or underperformance requiring high-cost remediation bring forward decommissioning timelines.

APPETITE
Since production efficiency and meeting production targets are core to EnQuest's business, the Group seeks to maintain a high degree of operational control over producing assets in its portfolio. EnQuest has a very low tolerance for operational risks to its production (or the support systems that underpin production).

MITIGATION
The Group's programme of asset integrity and assurance activities provide leading indicators of significant potential issues, which may result in unplanned shutdowns, or which may in other respects have the potential to undermine asset availability and uptime. The Group continually assesses the condition of its assets and operates extensive maintenance and inspection programmes designed to minimise the risk of unplanned shutdowns and expenditure.

The Group monitors both leading and lagging KPIs in relation to its maintenance activities and liaises closely with its downstream operators to minimise pipeline and terminal production impacts.

Production efficiency is continually monitored, with losses being identified and remedial and improvement opportunities undertaken as required. A continual, rigorous cost focus is also maintained.

Life of asset production profiles are audited by independent reserves auditors. The Group also undertakes regular internal reviews. The Group's forecasts of production are risked to reflect appropriate production uncertainties.

The Sullom Voe Terminal has a good safety record, and its safety and operational performance levels are regularly monitored and challenged by the Group and other terminal owners and users to ensure that operational integrity is maintained. Further, EnQuest is committed to transforming the Sullom Voe Terminal to ensure it remains competitive and well placed to maximise its useful economic life and support the future of the North Sea.

The Group actively continues to explore the potential of alternative transport options and developing hubs that may provide both risk mitigation and cost savings.

The Group also continues to consider new opportunities for expanding production and has recently added diversified growth to its production base through an expansion of the Seligi gas agreement and the Group's agreement to acquire the Block 12W production assets in Vietnam.

Potential impact

High (2023: High)

Likelihood

Medium (2023: Medium)

Change from last year

There has been no material change in the potential impact or likelihood. The Group revised its 2024 production guidance to slightly below its original guidance for the year and continues to focus on key maintenance activities during planned shutdowns and procuring a stock of critical spares to support facility uptime.

Risk appetite

Low (2023: Low)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B C D E F G H

Read more in Highlights **see Page 4**

Financial

RISK
Inability to fund financial commitments or maintain adequate cash flow and liquidity and/or reduce costs.

Significant reductions in the oil price, production and/or the funds available under the Group's RBL facility would likely have a material impact on the Group's ability to repay or refinance its existing credit facilities and invest in its asset base. Prolonged low oil prices, cost increases, including those related to an environmental incident, and production delays or outages, could threaten the Group's liquidity and/or ability to comply with relevant covenants. Further information is contained in the Financial review, particularly within the going concern and viability disclosures on pages 34 to 38.

APPETITE
The Group remains focused on further reducing its leverage levels, targeting 0.5x EnQuest net debt to EBITDA ratio on a mid-cycle oil price basis, maintaining liquidity, controlling costs and complying with its obligations to finance providers while delivering shareholder value.

MITIGATION
Balance sheet management remains a strategic priority. During 2024, the Group's free cash flow generation and the repayment of a vendor loan provided to RockRose as part of the 2023 Bressay transaction drove a $95.1 million reduction in EnQuest net debt to $385.8 million at 31 December 2024, with the EnQuest net debt to adjusted EBITDA ratio maintained at 0.6x. During the year, EnQuest also further optimised its capital structure through the successful high yield bond tap and repayment in full of both the RBL and Term Loan facilities. Repayment of the term loan, which had second lien security, added additional access to the RBL while the year-end 2024 redetermination resulted in an increase to the available funds under the RBL. At 26 March 2025, the Group's RBL facility was undrawn following repayments totalling $140.0 million in the first quarter of 2024, ensuring the Group remains ahead of the amended facility amortisation schedule and within its borrowing base limits.

Ongoing compliance with the financial covenants under the Group's reserve based lending facility is actively monitored and reviewed. EnQuest generates operating cash inflow from the Group's producing assets and reviews its cash flow requirements on an ongoing basis to ensure it has adequate resources for its needs.

Where costs are incurred by external service providers, the Group actively challenges operating costs. The Group also maintains a framework of internal controls.

These steps, together with other mitigating actions available to management, are expected to provide the Group with sufficient liquidity to meet its obligations as they fall due.

Potential impact

High (2023: High)

Likelihood

Medium (2023: High)

Change from last year

There is no change to the potential impact but the likelihood has reduced. Against a backdrop of improved fiscal certainty and relatively stable oil price environment, the Group has significantly reduced its debt and successfully refinanced certain of its debt facilities in 2024 . This maximises available financial capacity, with funds available under the Group's RBL further increased in January 2025 following the annual redetermination process (see the going concern disclosure on page 37).

However, factors such as climate change, other ESG concerns, oil price volatility and geopolitical risks continue to impact investors' and insurers' acceptable levels of oil and gas sector exposure. In addition, the cost of emissions trading allowances may trend upward along with the potential for insurers to be reluctant to provide surety bonds for decommissioning, thereby requiring the Group to fund decommissioning security through its balance sheet.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B C D E F G H

Read more in Highlights **see Page 4**

Competition

RISK
The Group operates in a competitive environment across many areas, including the acquisition of oil and gas assets, the marketing of oil and gas, the procurement of oil and gas services, including drilling rigs for development and decommissioning projects, and access to experienced and capable personnel.

APPETITE
The Group operates in a mature industry with well-established competitors and aims to be the leading operator in the sector.

MITIGATION
The Group has strong technical, commercial and business development capabilities to ensure that it is well positioned to identify and execute potential acquisition opportunities, utilising innovative structures, which may include the Group's competitive advantage of approximately $2.1 billion of UK tax losses, as may be appropriate.

The Group maintains good relations with oil and gas service providers and constantly keeps the market under review. EnQuest has a dedicated marketing and trading group of experienced professionals responsible for maintaining relationships across relevant energy markets, thereby ensuring the Group achieves the highest possible value for its production. Human Resources risk is covered specifically on page 71.

Potential impact

High (2023: High)

Likelihood

High (2023: High)

Change from last year

The potential impact and likelihood remain unchanged, with the confirmed changes of the UK EPL and removal of investment allowances likely to impact industry participants' investment views of the UK North Sea, a number of competitors assessing the acquisition of available oil and gas assets and the rising potential for consolidation. Operating in a competitive industry may result in higher than anticipated prices for the acquisition of assets and licences.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B C D E F G H

Read more in Highlights **see Page 4**

IT Security and Resilience

RISK
The Group is exposed to risks arising from interruption to, or failure of, IT infrastructure. The risks of disruption to normal operations range from loss in functionality of generic systems (such as email and internet access) to the compromising of more sophisticated systems that support the Group's operational activities. These risks could result from malicious interventions such as cyber-attacks or phishing exercises.

APPETITE
The Group endeavours to provide a secure IT environment that is able to resist and withstand any attacks or unintentional disruption that may compromise sensitive data, impact operations, or destabilise financial systems; it has a very low appetite for this risk.

MITIGATION
The Group has established IT capabilities and endeavours to be in a position to defend its systems against disruption or attack.

A number of tools to strengthen employee awareness continue to be utilised, including videos, presentations, Viva Engage posts and poster campaigns.

The Audit Committee has reviewed the Group's cyber-security measures and its IT resourcing model, noting the Group has a dedicated cyber-security manager. Work on assessing the cyber-security environment (including internal audit reviews) and implementing improvements as necessary has continued during 2024. A number of actions were undertaken to further strengthen our controls including the following:

- Implementation of IT Governance, Risk and Compliance framework to address UK Corporate Governance Code 2024
- Security strengthened through actions to improve privileged access and password changes to finance system
- Insider threat penetration testing carried out, alongside a ransomware threat and attack desktop exercise facilitated by a third party cyber security company
- Air gapped (segregated) back-ups, meaning they are separately available with minimal operational impact should the main data be hit by ransomware. An added feature of this initiative is continuous scanning of all EnQuest's back-ups for the presence of ransomware
- Established a Security Operations Centre for 24/7 live monitoring of Group's cyber environment, improving cyber threat detection and intervention capability
- Upgraded the Group's existing brand protection service to include 'Identity Protection' module. This is utilised to identify EnQuest IT users' leaked credentials
- Initiated a review of the Group's supply chain/vendor cyber security risk management environment, with 31 vendors assessed to date
- Established a Group-wide vulnerability management process, enabling the continuous review and identification of high risk vulnerabilities and planned remediation

Potential impact

Medium (2023: Medium)

Likelihood

High (2023: High)

Change from last year

There is no change to the impact or likelihood of this risk.

Risk appetite

Low (2023: Low)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B

Read more in Highlights **see Page 4**

Portfolio Concentration

RISK
The Group's existing assets are primarily concentrated in the UK North Sea around a limited number of infrastructure hubs and existing production (principally oil) is from mature fields. This amplifies exposure to key infrastructure (including ageing pipelines and terminals), political/fiscal changes and oil price movements.

APPETITE
The Group is pursuing an international growth and diversification strategy that includes an increased gas component with the extent of portfolio concentration moderated by existing production generated in Malaysia and further business development activities in South East Asia, including the expansion of the Seligi Gas Agreement in Malaysia and agreement to acquire hydrocarbon assets in Vietnam.

MITIGATION
This risk is mitigated in part through acquisitions. For all acquisitions, the Group uses a number of business development resources, both in the UK and internationally, to liaise with vendors/governments and evaluate and transact. This includes performing extensive due diligence (using in-house and external personnel) and actively involving executive management and the Board in reviewing commercial, technical and other business risks together with mitigation measures.

The Group also constantly keeps its portfolio under rigorous review and, accordingly, actively considers the potential for making disposals, executing development projects, expanding hubs and investing in gas assets, export capability or renewable energy and decarbonisation projects where such opportunities are consistent with the Group's focus on enhancing net revenues, generating cash flow and strengthening the balance sheet.

The Group has made good progress with its decarbonisation strategy, identifying the three key focus areas of carbon storage, electrification/renewable power and production of e-fuels through its subsidiary company, Veri Energy, which could provide diversified revenue opportunities in the long term.

Potential impact

High (2023: High)

Likelihood

High (2023: High)

Change from last year

There has been no material change in the potential impact or likelihood although the Group is expected to increase its exposure to gas, other geographies and other sources of income over time.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B C D

Read more in Highlights **see Page 4**

Reserves Estimation and Replacement

RISK
Failure to develop contingent and prospective resources or secure new licences and/or asset acquisitions and realise their expected value.

APPETITE
Reserves replacement is an element of the sustainability of the Group and its ability to grow. The Group has some tolerance for the assumption of risk in relation to the key activities required to deliver reserves growth, such as drilling and acquisitions.

MITIGATION
The Group puts a strong emphasis on subsurface analysis and employs industry-leading professionals. The Group continues to recruit in a variety of technical positions which enables it to manage existing assets and evaluate the acquisition of new assets and licences.

All analysis is subject to internal peer-review process and, where appropriate, external review and relevant stage gate processes. All reserves are currently externally reviewed by a Competent Person.

The Group has material reserves and resources at Magnus, Kraken and PM8/Seligi. Some of the resources volumes can be accessed through low-cost workovers, drilling and tie-backs to existing infrastructure.

The Group continues actively to consider potential opportunities to acquire new production resources and development projects that meet its investment criteria. In 2024, the Group successfully secured the Seligi Phase 1b project (13.7 MMboe net WI reserves) with anticipated first gas in 2026. Additionally, the Group was awarded a Production Sharing Contract for a new discovered resource opportunity block (DEWA) in Malaysia, which has the potential to be developed in the next few years with estimated resources of 17.7 MMboe net WI.

The Group's acquisition in Vietnam is expected to complete in the second quarter of 2025, adding 7.5 MMboe of net 2P reserves.

Potential impact

High (2023: High)

Likelihood

Medium (2023: Medium)

Change from last year

There is no change to the potential impact or likelihood of this risk. There have been two new secured projects in Malaysia, Seligi Phase 1b and the DEWA block. It is also expected that the Group will complete the acquisition of Harbour Energy's asset in Vietnam in 2025 which will further improve the Reserves Replacement Ratio.

Other aspects still remain, such as possible low oil prices and higher development cost and declining asset performance which accelerate cessation of production and can potentially affect development of contingent and prospective resources and/or reserves certifications.

Given EnQuest's limited appetite for exploration, the Labour Government's manifesto promise not to issue new oil and gas exploration licences in the UK is not expected to have a material impact on the Group.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B D E F G H

Read more in Highlights **see Page 4**

Project Execution and Delivery

RISK
The Group's success will be partially dependent upon the successful execution and delivery of potential future projects that are undertaken, including infill development, tie-back and facility modifications, decommissioning, decarbonisation and new energy opportunities in the UK.

APPETITE
The efficient delivery of projects has been a key feature of the Group's long-term strategy. The Group's appetite is to identify and implement short-cycle development projects such as infill drilling, near-field tie-backs and facility modifications to enable emission reduction initiatives in its Upstream business, industrialise decommissioning projects to ensure cost efficiency and unlock new energy and decarbonisation opportunities through innovative commercial structures and redevelopment of SVT. While the Group necessarily assumes significant risk when it sanctions a new project (for example, by incurring costs against oil price or cost of emission allowances assumptions), or a decommissioning programme, it requires that risks to efficient project delivery are minimised.

MITIGATION
The Group has teams which are responsible for the planning and execution of new projects with a dedicated team for each project. The Group has detailed controls, systems and monitoring processes in place, notably the Capital Projects Delivery Process and the Decommissioning Projects Delivery Process, to ensure that deadlines are met, costs are controlled and that design concepts and Field Development/Decommissioning Plans are adhered to and implemented. These are modified when circumstances require and only through a controlled management of change process and with the necessary internal and external authorisation and communication. The Group's UK decommissioning programmes are managed by a dedicated directorate with an experienced team who are driven to deliver projects safely at the lowest possible cost and associated emissions.

Within Veri Energy, the Group is working with experienced third-party organisations and aims to utilise innovative commercial structures to develop new energy and decarbonisation opportunities.

The Group also engages third-party assurance experts to review, challenge and, where appropriate, make recommendations to improve the processes for project management, cost control and governance of major projects. EnQuest ensures that responsibility for delivering time-critical supplier obligations and lead times are fully understood, acknowledged and proactively managed by the most senior levels within supplier organisations.

Potential impact

Medium (2023: Medium)

Likelihood

Medium (2023: Low)

Change from last year

The potential impact remains unchanged. As the Group focuses on managing its balance sheet, its current appetite is to pursue short-cycle development projects and to manage its decommissioning and Infrastructure and New Energy projects over an extended period of time. However, the volume of projects across the portfolio in the execution phase, including the material right-sizing projects ongoing at SVT, increase the likelihood of this risk impacting Group operations.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B D E F G H

Read more in Highlights **see Page 4**

Fiscal Risk and Government Take

RISK
Unanticipated changes in the regulatory or fiscal environment can affect the Group's ability to deliver its strategy/business plan and potentially impact revenue and future developments.

APPETITE
Given the Group's strategy to grow in the UK and internationally, including in its nascent new energy business, it must be tolerant of certain inherent exposure.

MITIGATION
It is difficult for the Group to predict the timing or severity of such changes. However, through Offshore Energies UK and other industry associations, the Group engages with government and other appropriate organisations in order to keep abreast of expected and potential changes. The Group also takes an active role in making appropriate representations as it has done throughout the implementation period of the EPL.

All business development or investment activities recognise potential tax implications and the Group maintains relevant internal tax expertise.

At an operational level, the Group has procedures to identify impending changes in relevant regulations to ensure legislative compliance.

Potential impact

High (2023: High)

Likelihood

Medium (2023: Medium)

Change from last year

There has been no material change in the potential impact or likelihood given the enactment of the Labour Government's expected changes to the EPL.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

D E F

Read more in Highlights **see Page 4**

International Business

RISK
While the majority of the Group's activities and assets are in the UK, the international business is still material and, with recent acquisitions, is growing. The Group's international business is subject to the same risks as the UK business (for example, HSEA, production and project execution). However, there are additional risks that the Group faces, including security of staff and assets, political, foreign exchange and currency control, taxation, legal and regulatory, cultural and language barriers and corruption.

APPETITE
In light of its long-term growth strategy, the Group seeks to expand and diversify its production (geographically and in terms of quantum and product mix); as such, it is tolerant of assuming certain commercial risks which may accompany the opportunities it pursues.

However, such tolerance does not impair the Group's commitment to comply with legislative and regulatory requirements in the jurisdictions in which it operates. Opportunities should enhance net revenues and facilitate strengthening of the balance sheet.

MITIGATION
Prior to entering a new country, EnQuest evaluates the host country to assess whether there is an adequate and established legal and political framework in place to protect and safeguard first its expatriate and local staff and, second, any investment within the country in question.

When evaluating international business risks, executive management conducts a review of commercial, technical, ethical and other business risks, together with mitigation and considers how risks can be managed by the business on an ongoing basis.

EnQuest looks to employ suitably qualified host country staff and work with good quality local advisers to ensure it complies with national legislation, business practices and cultural norms, while at all times ensuring that staff, contractors and advisers comply with EnQuest's business principles, including those on financial control, cost management, fraud and corruption.

Where appropriate, the risks may be mitigated by entering into a joint venture with partners with local knowledge and experience.

After country entry, EnQuest maintains a dialogue with local and regional government, particularly with those responsible for oil, energy and fiscal matters, and may obtain support from appropriate risk consultancies. When there is a significant change in the risk to people or assets within a country, the Group takes appropriate action to safeguard people and assets.

Potential impact

Medium (2023: Medium)

Likelihood

Medium (2023: Medium)

Change from last year

There has been no material change in the impact or likelihood. The Group's new country entry into Vietnam is fully staffed, thus ensuring a continuation of experienced, capable asset support.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B D E F G H

Read more in Highlights **see Page 4**

Joint Venture Partners

RISK
Failure by joint venture parties to fund their obligations.

Dependence on other parties where the Group is non-operator.

APPETITE
The Group requires partners of high integrity. It recognises that it must accept a degree of exposure to the creditworthiness of partners and evaluates this aspect carefully as part of every investment decision.

MITIGATION
The Group operates regular cash call and billing arrangements with its co-venturers to mitigate the Group's credit exposure at any one point in time and keeps in regular dialogue with each of these parties to ensure payment. Risk of default is mitigated by joint operating agreements allowing the Group to take over any defaulting party's share in an operated asset and rigorous and continual assessment of the financial situation of partners.

The Group generally prefers to be the operator and maintains regular dialogue with its partners to ensure alignment of interests and to maximise the value of joint venture assets, taking account of the impact of any wider developments.

Potential impact

Medium (2023: Medium)

Likelihood

Medium (2023: Low)

Change from last year

There has been no material change in the potential impact but the challenging UK fiscal environment increases the likelihood of default for EnQuest's joint venture partners.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

B C E F G

Read more in Highlights **see Page 4**

Reputation

RISK
The reputational and commercial exposures to a major offshore incident, including those related to an environmental incident, or non-compliance with applicable law and regulation and/or related climate change disclosures, are significant. Similarly, it is increasingly important that EnQuest clearly articulates its approach to and benchmarks its performance against relevant and material ESG factors.

APPETITE
The Group has no tolerance for conduct which may compromise its reputation for integrity and competence.

MITIGATION
All activities are conducted in accordance with approved policies, standards and procedures. Interface agreements are agreed with all core contractors, ensuring that they comply with equivalent standards.

The Group requires adherence to its Code of Conduct and runs ethics and compliance programmes to provide assurance on conformity with relevant legal and ethical requirements. In 2024, the Group launched a Handrails website – a standalone website with various ethics and compliance policies, complemented by external training within the website.

The Group undertakes regular audit activities to provide assurance on compliance with established policies, standards and procedures.

All EnQuest personnel and contractors are required to undertake an annual anti-bribery and corruption course, an anti-facilitation of tax evasion course and a data privacy course.

All personnel are authorised to shut down operations for safety-related reasons.

The Group has a clear ESG strategy, with a focus on health and safety (including asset integrity), emission reductions, looking after its employees, positively impacting the communities in which the Group operates, upholding a robust Risk Management Framework and acting with high standards of integrity. The Group is successfully implementing this strategy.

Potential impact

High (2023: High)

Likelihood

Low (2023: Low)

Change from last year

There has been no material change in the potential impact or likelihood.

Risk appetite

Low (2023: Low)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B D E F G H

Read more in Highlights **see Page 4**

Human Resources

RISK
The Group's success continues to be dependent upon its ability to attract and retain key personnel and develop organisational capability to deliver strategic growth. Industrial action across the sector, or the availability of competent people, could also impact the operations of the Group.

APPETITE
As a lean organisation, the Group relies on motivated and high-quality employees to achieve its targets and manage its risks.

The Group recognises that the benefits of a flexible and diverse organisation require creativity and agility to protect against the risk of skills shortages.

MITIGATION
The Group has established an able and competent employee base to execute its principal activities. In addition, the Group seeks to maintain good relationships with its employees and contractor companies and regularly monitors the employment market to provide remuneration packages, bonus plans and long-term share-based incentive plans that incentivise performance and long-term commitment from employees to the Group.

The Group recognises that its people are critical to its success and is therefore continually evolving EnQuest's end-to-end people management processes, including recruitment and selection, career development and performance management. This ensures that EnQuest has the right person for each job and that appropriate training, support and development opportunities are provided, with feedback collated to drive continuous improvement while delivering SAFE Results.

The culture of the Group is an area of ongoing focus and employee feedback is frequently sought to understand employees' views on areas, including diversity and inclusion and wellbeing in order to develop appropriate action plans. Although it was anticipated that fewer young people may join the industry due to climate change-related factors, 2024 saw a further rise in the number of young professionals joining EnQuest, and we saw a 33% increase in employees under the age of 24. EnQuest aims to attract and sustain the best talent, recognising the value and importance of diversity. The emphasis around improved diversity in the Group's management and leadership is a main focal point for the Board; further details on these are set out on page 99. The Group recognises that there is a gender pay gap within the organisation but that there is no issue with equal pay for the same tasks.

The Group has reviewed the appropriate balance for its onshore teams between site, office, and home working to promote strong productivity and business performance facilitated by an engaged workforce, adopting a hybrid approach. EnQuest has now moved to a 4:1 office to work from home ratio in the UK to enhance productivity and motivate staff. The Group will continue to monitor such practices, adapting as necessary. The Group also maintains market-competitive contracts with key suppliers to support the execution of work where the necessary skills do not exist within the Group's employee base.

Executive and senior management retention, succession planning and development remain important priorities for the Board. It is a Board-level priority that executive and senior management possess the appropriate mix of skills and experience to realise the Group's strategy.

Potential impact

Medium (2023: Medium)

Likelihood

Medium (2023: Medium)

Change from last year

There has been no material change in the potential impact or likelihood.

Risk appetite

Medium (2023: Medium)

Link to strategy

1 2 3 4

Read more in Our Strategy **see Page 18**

Related KPIs

A B C D E F G H

Read more in Highlights **see Page 4**

Business conduct

We remain committed to our Values, a non-negotiable standard of ethics, acting with integrity in all endeavours, and compliance with the laws and regulations in every jurisdiction we operate.

EnQuest has a Code of Conduct which it requires all personnel to be familiar with. The EnQuest Code of Conduct sets out the behaviour which the organisation expects of its Directors, managers and employees and of its suppliers, contractors, agents and partners. We are committed to conducting ourselves ethically, with integrity and to complying with all applicable legal requirements; we routinely remind those who work with or for us of our obligations in this respect.

Our employees and everyone we work with help to create and support our reputation, which in turn underpins our ability to succeed. This Code of Conduct addresses our requirements in a number of areas, including the importance of health and safety, compliance with applicable law, anti-corruption, anti-facilitation of tax evasion, anti-slavery, anti-competition, sanctions, export and import controls, addressing conflicts of interest, ensuring equal opportunities, combatting bullying and harassment and the protection of privacy.

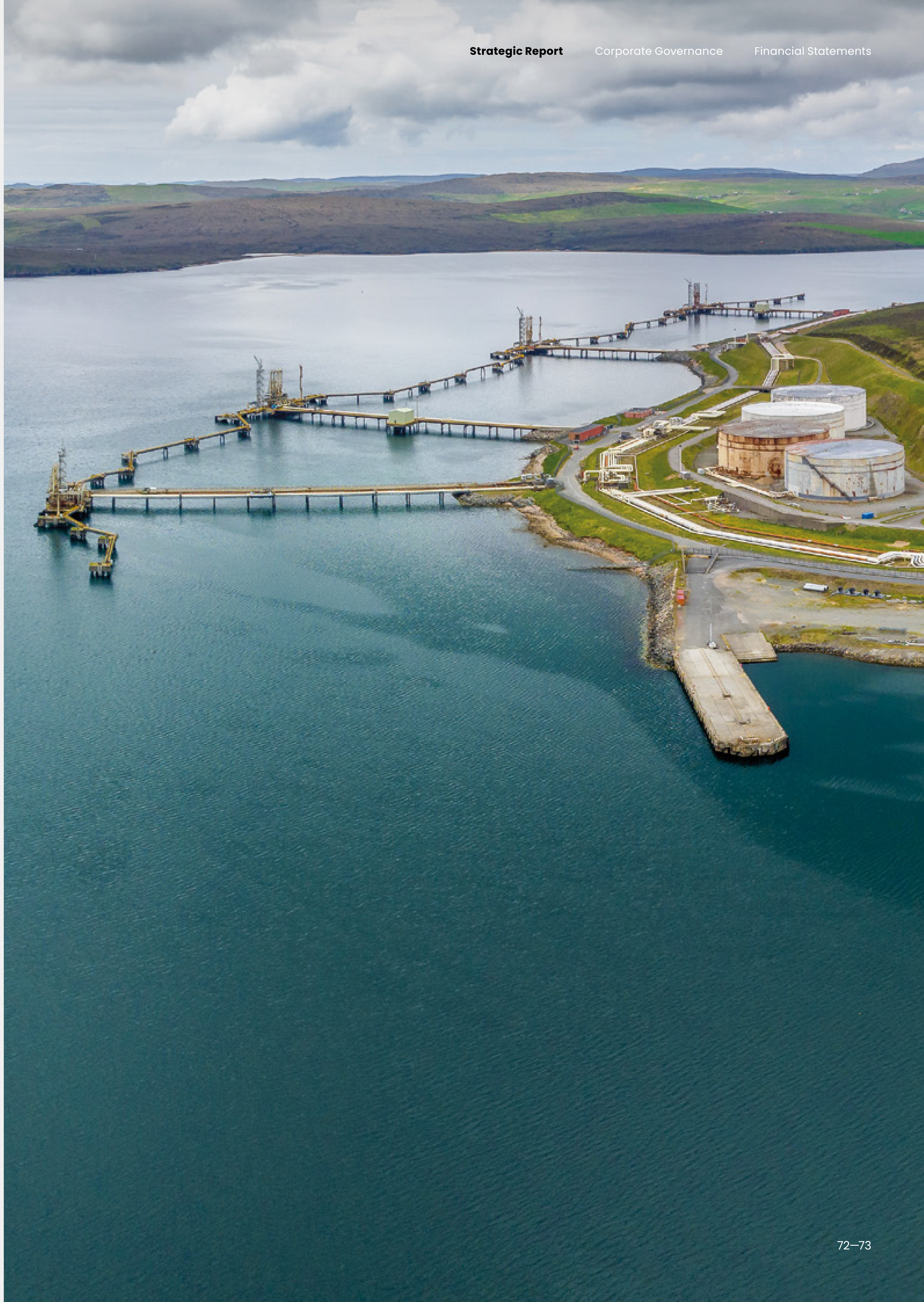
The Group's induction procedures cover the Code of Conduct, and the Group runs both ad hoc and scheduled periodic training for personnel to refresh their familiarity with relevant aspects of the Code of Conduct and specific policies and procedures which support it such as the Group's anti-corruption programme. As part of its continual improvement planning in the space of business conduct, in 2024 we launched a 'Handrails' website which enhances accessibility to materials and training on a broad range of ethics and compliance topics relevant to personnel including on fraud, money laundering, competition law and sanctions. The website is also complemented by external training on the subject matter.

As part of the Group's Risk Management Framework, the Board is supplied annually with an 'assurance map' that provides an insight into the status of the main sources of controls and assurance in respect of the Group's key risk areas (see pages 54 to 71 for further information on how the Group manages its key risk areas). While this provides some formal assurance as to how the Group reinforces its requirements in respect of business conduct, the Board also recognises the importance of promoting the right culture within the Group and this remains an area of focus for the Group.

The Code of Conduct also includes details of the independent reporting line through which any concerns related to the Group's practices, or any suspected breaches of the Group's policies and procedures, can be raised anonymously and encourages personnel to report any concerns to the legal department. Where concerns are raised (whether through the reporting line or otherwise), the legal representative, reporting for this purpose to the Chair of the Audit Committee, is required to look into the relevant concern, investigate and take appropriate action. Concerns raised in relation to potential conflicts of interest and safety practices, as well as more routine interfaces with regulatory authorities, are also reported to the Board and addressed appropriately.

The Code of Conduct includes a confirmation of EnQuest's commitments to adhere to applicable laws. The Group has zero tolerance for practices that breach applicable laws and expects the same of all with whom it has business dealings; for example, in relation to procurement, by requiring suppliers to confirm their commitment to various laws (including anti-slavery, tax and employment) before being qualified to supply the Group.

The Group has also supplemented its procedures to provide further assurance that it is able to identify and manage human rights risks in its supply chain. EnQuest publishes its modern slavery statement on its website at www.enquest.com, under the Environmental, Social and Governance section, where further detail on EnQuest's corporate responsibility policies and activities, including the area of business conduct, is also available.



The Group supports good governance and transparency in general, and specifically in relation to climate change. The Board recognises the societal and investor focus on climate change, and the desire to understand potential impacts on the oil and gas industry through meaningful disclosure, such as those recommended by the Task Force on Climate-related Financial Disclosures ('TCFD') and those required by the Companies Act via Climate-related Financial Disclosures ('CFD'). Listing Rule 6.6.6R (8) requires companies to include climate-related financial disclosures consistent with the TCFD recommendations. EnQuest has complied fully with these requirements.

For 2024, EnQuest has enhanced its TCFD disclosure through reporting of material Scope 3 value chain emissions, undertaking a materiality assessment to support the identification of risks and opportunities within Strategy (b), and disclosing quantified outcomes when using the IEA's transition scenario analysis to assess corporate resilience.

The Group continues to demonstrate good practices and standards for transparency consistent with TCFD recommendations. EnQuest has completed the TCFD recommended disclosures in line with sector guidance, as well as the supplemental guidance for non-financial groups, including the energy sector.

EnQuest acknowledges the developing regulatory and ESG reporting landscapes and expects to refer to IFRS S1 and IFRS S2 reporting requirements for the 2025 reporting period.

	EnQuest disclosure	Additional/related information
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	EnQuest's purpose is to provide creative solutions through the energy transition. As such, climate-related risks and opportunities are a core part of the organisation's considerations, from Board level to its operational and functional teams, with emission reductions an important part of both management's and the wider organisation's variable remuneration. During 2022, the Board and Executive Committee approved the enhancement of the Group business model to include a focus on repurposing existing infrastructure to support its renewable energy and decarbonisation ambitions, including targeting carbon capture and storage, electrification and green hydrogen production. This model has been further enhanced during 2023 by the launch of Veri Energy, a wholly owned subsidiary of EnQuest, to provide dedicated management of the Group's renewable energy and decarbonisation projects. An organogram outlining the Group's Risk Management Framework can be found on page 56.	See pages 44 to 47 (Environmental), 54 to 71 (Risks), 84 to 87 (s172), 101 to 106 (Audit Committee report), 107 to 117 (Directors' Remuneration Report), 118 to 119 (Sustainability Committee report) and 120 to 124 (Directors' report)

(a) Describe the Board's oversight of climate-related risks and opportunities.

The Board takes full responsibility for the governance of climate-related risks and opportunities, building such considerations into several of its processes, including reviewing and guiding strategy and major plans of action alongside setting budgets, plans and objectives and monitoring performance accordingly.

The Sustainability and Risk Committee (previously named the Sustainability Committee), a dedicated sub-Committee of the Board, has specific climate-related responsibilities incorporated into its terms of reference, with these responsibilities including: assessment of the Group's exposure to managing risks from 'climate change' and reviewing actions to mitigate these risks in line with its assessment of other risks; reviewing and monitoring the Group's decarbonisation activities, including reviewing the adequacy of the associated framework; and reviewing targets and milestones for the achievement of decarbonisation objectives. In addition, a designated member of the Committee has responsibility for the Company's decarbonisation activities. The Committee generally meets four times per year and, at each meeting, reviews a report sponsored by a Board member of the Committee which includes a summary of performance against short- and long-term emission reduction targets and outlines future opportunities and updates. The Committee also reviews the Group's Risk Management Framework ('RMF') performance report.

The Board receives a separate summarised version of the above update on climate-related issues as part of the health, safety, environment and assurance ('HSEA') report that is delivered during each of the five scheduled Board meetings by the Director of HSE and Wells.

The Board also receives reports covering the Group's financial and operational performance, which include the progress being made in developing the Group's renewable energy and decarbonisation opportunities, and monitors performance against Group emission reduction targets. Progress in developing these growth opportunities is linked to reward as a component of the Company Performance Contract (see page 112 of the Directors' Remuneration Report), with rolling emission reduction targets also included in the Group's Performance Share Plan ('PSP').

Collectively, the Board and management also keep appraised of the evolving risk and opportunity landscape and its potential impacts on the Company's business by consulting as appropriate with the Group's advisers and appropriate third-party institutions, including fund managers, investors and industry associations such as Brindex and Offshore Energies UK.

In 2024, EnQuest undertook a materiality assessment with the third-party support of Wood Mackenzie and aligned with GRI and IOGP material sustainability topics. This assessment enabled EnQuest to streamline its sustainability strategy by assessing what is deemed material in terms of risk, opportunity and impact on EnQuest's operations, both from an internal perspective and from the standpoint of a broad group of the Group's key stakeholders. The outcomes of the materiality assessment have reinforced EnQuest's approach to sustainability disclosure and risk mitigation. For more on EnQuest's materiality assessment, please see page 47.

(b) Describe management's role in assessing and managing climate-related risks and opportunities.

EnQuest's Chief Executive Officer has ultimate responsibility for assessing and managing climate-related risks and opportunities and is supported in this endeavour by the CEO of Veri Energy (a wholly owned subsidiary of EnQuest), the Group's Chief Risk Officer and the HSEA Director.

Management, through a combination of the Executive Committee, Operations Committee and the HSEA Directorate, regularly reviews Company performance and the Group's risk registers. The Chief Financial Officer ('CFO') is responsible for ensuring the Group also recognises the impacts of climate-related risks and opportunities appropriately in its financial statements, including judgements and estimates, such as future oil and emission trading certificate prices and the costs and benefits associated with emission reduction projects, and other relevant disclosures. EnQuest's Chief Risk Officer directly oversees climate-related risks as a component part of the Group RMF, with support and input from the Director of HSE and Wells. The RMF is reviewed on an annual basis by the Board and Audit Committee, alongside reviews of associated controls and actions. This annual review offers management and Directors an opportunity to challenge the principal climate-related risks and opportunities, ensuring they are credible, fit-for-purpose and aligned to regulation, with effective mitigations in place.

Emission reduction is a standing component of EnQuest's departmental and corporate KPIs, therefore all employees benefit from initiatives that deliver a reduction in the Group's carbon footprint. Climate-related risk mitigation is embedded into EnQuest's culture, with climate impact a key strategic consideration across the business. As an example, screening of business development opportunities is underpinned by resilience testing to ensure compatibility of all potential investments with the Group's strategy to mitigate the cost of carbon and reduce portfolio carbon intensity.

The Group also has an energy management system governance document setting out how it approaches the measurement and reporting of emissions and how the Group will assess and select emission reduction opportunities, with a working group dedicated to the identification and implementation of economically viable emission-saving opportunities across the Group's portfolio of assets. This working group reports to the Executive Committee regularly and the Sustainability and Risk Committee at each scheduled meeting.

The Group's legal, commercial, company secretariat, investor relations and communications teams monitor the regulatory, legal, capital markets and competitive/commercial environments, providing reports to management (and the Board) as required. The Group's sustainability function is responsible for preparing TCFD reporting, including scenario modelling to assess the impact of climate-related risks on EnQuest's portfolio. EnQuest's operating, technical and environment teams support the development and implementation of decarbonisation initiatives at an asset level. Such initiatives implemented during 2024 are detailed within the Group's Emission Reduction Action Plans ('ERAPs'), with short-term decarbonisation opportunities included in an opportunity hopper.

The Group also has a documented energy management system governance process, which sets out the measurement and reporting of emissions and how the Group will assess and select emission reduction opportunities, with a working group dedicated to the identification and implementation of economically viable projects. This working group reports to the Executive Committee regularly, and at each meeting of the Sustainability and Risk Committee.

	EnQuest disclosure	Additional/related information
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	EnQuest's strategic vision is to be the partner of choice for responsible management of existing energy assets, applying its core capabilities to create value through the transition. Its business model covers the full energy transition landscape: Upstream aims to responsibly optimise production to support today's energy needs; Midstream is right-sizing and decarbonising existing infrastructure as a pathway for Veri Energy to leverage the repurposed site to deliver renewable energy and decarbonisation opportunities; while Decommissioning aims to manage end of field life and post-cessation of production operations to deliver safe and efficient execution of decommissioning work programmes in a responsible manner. This integrated business model, which incorporates the Group's plans for transitioning to a lower-carbon economy, provides mitigation against each of the potential climate-related transition risks noted below, which have the potential to have substantive financial or strategic impact unless stated to be 'not material'. The Group has an investment committee that reviews investment decisions, with additional support and review provided by the Sustainability and Risk Committee if required. The financial or strategic impact of a risk or opportunity is assessed and measured based on the potential net present value ('NPV') impact of the particular risk. These assessments are made through the Group's annual planning and budgeting process, as well as on an ad hoc basis when assessing specific risks or opportunities that may arise. While all of the climate-related risks outlined in the section below have been assessed, the Group is definitive in its view that, as an oil and gas company, the fundamental risk to the business is that of oil and gas commodity pricing.	See pages 5 to 15 (KPIs, Chairman and CEO statements), 30 to 31 (Veri Energy review), 34 to 38 (Financial review), 44 to 47 (Environmental), 54 to 71 (Risks) and 138 (Financial statements)

(a) Describe the climate-related risks and opportunities the organisation has identified over the short-, medium-, and long-term.

EnQuest has offshore oil and gas assets in the UK and South East Asia and has assessed climate-related risks and opportunities jointly for this one sector and both geographies. Exceptions are detailed in the table on the next page.

EnQuest considers within one year to be short term (which aligns with the Group's budgeting process and assessment of going concern), one to three years to be medium term (which is in line with the Group's assessment of viability and the period over which the Group prepares detailed plans) and the longer term to be beyond three years (for which EnQuest tests its life of field estimates against its internal price assumptions and the International Energy Agency's Announced Pledges ('APS'), and Net Zero Emissions by 2050 ('NZE') Scenarios).

Using a mix of quantitative and qualitative measures, the Group has made an assessment of the potential impact and likelihood of the climate-related risks or opportunities set out in the table on the following page. This is in line with common enterprise risk management system practice.

Risk type	Climate-related risk	EnQuest risk management
Transition	**Market (all geographies and timeframes unless otherwise stated)** • Demand for oil and gas and associated pricing materially affects the Group's operations and financial condition as the Group's revenue depends substantially on oil prices (long term). The impact of climate change on oil demand and the commensurate impact on commodity price is considered by EnQuest to be the material climate-related business risk • Emissions trading allowances impact costs (UK only, as Malaysia does not have the same regulatory requirement) • Access to capital (see Financial risk on page 61): The Group has substantial existing credit facilities, needs to invest in its asset base and aims to pursue value-accretive M&A. Wider market forces, including interest rates, investor sentiment and ESG requirements, impact the Group's ability to raise capital • Supply-side constraints due to competing demand for equipment and/or services as supply chain migrates to support alternative sectors could increase costs and/or result in delayed work programmes, ultimately impacting revenue generation (long term)	• Planning and investment decision process caters for low oil price scenarios and includes a carbon cost associated with forecast emissions (see metrics and targets (a) – Transition risks and carbon prices) • The Group actively monitors current and future oil prices (see Oil and gas prices risk on page 59) through its Marketing and Trading organisation, which is also responsible for purchases of emissions trading allowances (see metrics and targets (a) – Transition risks and carbon prices) • The Group closely monitors and manages its funding position and liquidity risk throughout the year (see Financial risk on page 61). EnQuest's renewable energy and decarbonisation opportunities were a significant factor in attracting new investors in the Group's recent refinancing activities • The Group maintains relationships with key stakeholders, including governments, regulators, financial institutions, advisers, industry participants and supply chain counter-parties
	Policy and legal (all geographies) • Regulatory or legislative changes (including emissions trading schemes and flaring allowances, for example): Facility modifications, regulatory sanctions/fines and litigation risk (medium and long term) • Country policies (including net zero targets): Facility modification investment, regulatory sanctions/fines and litigation risk (long term) • Increased direct and/or indirect taxes (long term) • Each of the above could require additional capital investment, potentially at a lower return than traditional projects, or increase costs	• Targeted emission reductions and assessing opportunities to reduce flaring, for example (see page 123) (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity) • The UK Energy Profits Levy includes incentives for decarbonisation investments, which the Group aims to utilise (see metrics and targets (a) – Climate-related opportunities) • Maintaining relationships with government and regulatory bodies • Engaging with a variety of external advisers and appropriate third-party institutions to ensure awareness, advance planning and integration to ensure ongoing compliance

Risk type	Climate-related risk	EnQuest risk management
Transition (continued)	**Reputation (all geographies and timeframes, unless otherwise noted)** • Negative perception of the oil and gas industry • Lack of credible transition plan • Failure to adhere to regulatory or legislative requirements (medium and long term) • The perception of the oil industry has already impacted access to and the cost of capital. In the longer term, the above risks could impact the willingness of counterparties to transact with EnQuest, increasing costs and the availability of a skilled workforce, leading to higher costs and/or lower revenues, or regulatory or legal action	• Development of Veri Energy linked to reward (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity, Climate-related opportunities, Capital deployment and Remuneration) • Clear and credible emission reduction targets linked to reward (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity, and Remuneration) • Continued engagement with all stakeholders, including participation in credible climate initiatives, such as the CDP survey and submission of Emission Reduction Action Plans ('ERAP') to the North Sea Transition Authority • Emissions Management Team that develops and drives continual improvement on Scope 1 and 2 emission reduction opportunities in line with the Group's overall targets (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity) • Sustainability team is responsible for development of Group reporting on Scope 3, including verified reporting on Categories 5, 6, 7 and 11 during 2024 (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity) • Regular asset-level emissions measurement, monitoring and reporting with timely corrective action taken if necessary (see metrics and targets (a) – Scope 1, 2 and 3 absolute emissions and emissions intensity, Transition risks and carbon prices and Capital deployment) • High standards of business conduct (see page 72)
	Technology (all geographies, medium to long term) • Alternative, lower-emission products and services could accelerate the transition away from oil and gas, impacting demand • Costs of new technologies could limit the timing and economics of existing oil and gas and decarbonisation projects	• Carbon capture and storage studies have identified the potential to store up to 10mtpa of CO_2 from stranded emitters in depleted North Sea reservoirs, while EnQuest's electrification and hydrogen ambitions could harness renewable energy to help decarbonise offshore developments and a number of other industries, respectively (see metrics and targets (a) – Climate-related opportunities and Capital deployment) • Continued engagement with relevant new energy and decarbonisation stakeholders, including potential strategic and financial partners (see metrics and targets (a) – Climate-related opportunities and Capital deployment) • Continued engagement with suppliers, requiring provision of services with a lower emissions footprint (see metrics and targets (a) – Climate-related opportunities and Capital deployment)
Physical	**Acute (all geographies, short and medium term)** • Adverse and/or severe weather (storms, cyclones, extreme heat or cold) resulting in asset downtime and impacting revenue, or increasing health and safety risk to staff	• Action and response plans, including effective supply change management, to manage risks and extent of downtime to as low as reasonably possible (see metrics and targets (a) – Physical risks)
	Chronic (all geographies long term) • Rising sea levels, tidal impacts and other extreme weather causes extensive/irreparable damage to assets impacting capital and/or operating costs or early decommissioning of assets	• EnQuest considers these risks to be not material given the Group's focus on asset integrity and the expected remaining life of its assets see metrics and targets (a) – Physical risks)

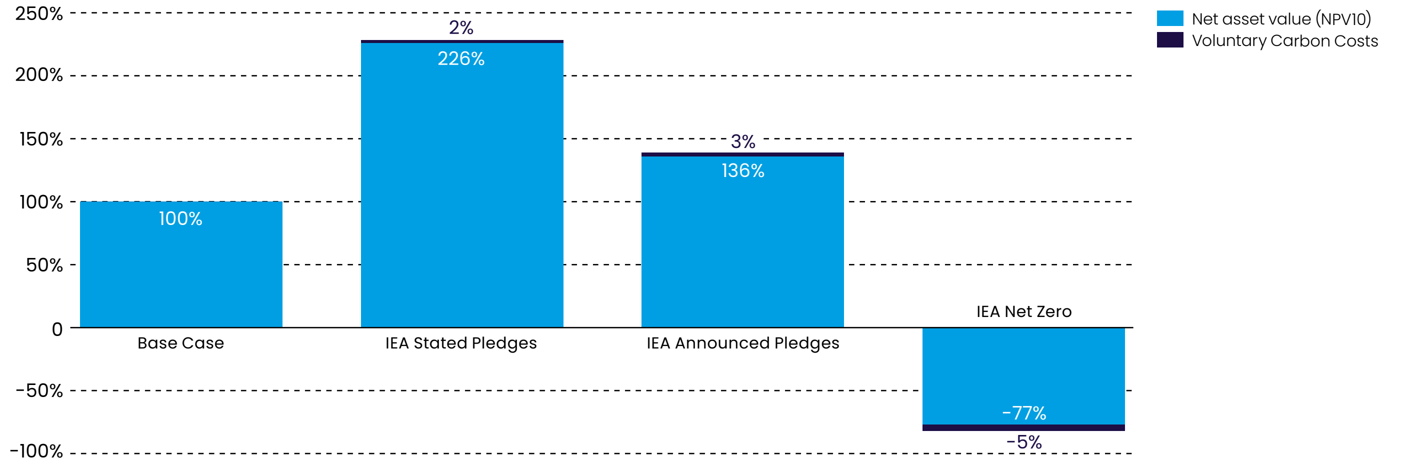
With EnQuest's business model spanning the entire energy transition spectrum, the Group is well positioned to assess and pursue a number of climate-related opportunities.

Opportunity type	Climate-related opportunities	EnQuest action
Energy source (long term and UK-only at present)	• Use of lower emission sources of energy • Shift towards decentralised energy generation • Use of supportive policy incentives • Use of new technologies	• Progressing the potential to facilitate the electrification of nearby offshore oil and gas assets and planned developments • Assessing onshore wind potential on Shetland • Commencement of project to deliver new grid-connected power solution for Sullom Voe Terminal ('SVT') • Assessing initial 50MW green hydrogen project at SVT supported by government-backed fund matching worth £1.74 million • Progressing gas tie-back from Bressay to Kraken to displace diesel as Kraken FPSO primary fuel • Completion of modifications to the Heather asset power generation equipment to minimise emissions during decommissioning
Resilience (all geographies and timeframes, unless otherwise stated)	• Resource substitutes/diversification (UK-only at present) • Participation in renewable energy programmes and adoption of energy efficiency measures • Access to M&A opportunities: Noting other industry participants need to dispose of assets to meet their own ESG targets	• Strengthened climate change oversight through the introduction of an Energy (Emission) Management System – Structure & Governance procedure. The procedure itself is structured to align with the internationally recognised structure for an energy management system in relation to ISO 50001 • Pursuing carbon capture and storage, electrification and green hydrogen production opportunities at scale at SVT (long term) • New development opportunities to be assessed in terms of low emission power generation (medium term) • The Group maintains relationships with key stakeholders, including regulators, financial institutions, advisers and industry participants
Products and services (all geographies and timeframes, unless otherwise stated)	• Development and/or expansion of low emission goods and services (long term, with the exception of supplier engagement which is all timeframes) • Ability to diversify business activities (long term)	• Pursuing carbon capture and storage which will store up to 10mtpa of CO_2 from stranded emitters in depleted North Sea reservoirs • Assessing the potential to facilitate the electrification of nearby offshore oil and gas assets and planned developments • Exploring the potential for harnessing the advantaged natural wind resource around Shetland for the production of green hydrogen and derivatives at export scale in order to provide a low-carbon alternative fuel which could help to decarbonise a number of industries • Continued engagement with suppliers, requiring provision of services with a lower emissions footprint to ultimately improve efficiencies and reduce costs
Market (long term and UK-only)	• Access to new markets • Use of supportive policy incentives	• Pursuing carbon capture and storage, electrification and green hydrogen production opportunities at scale at SVT
Resource efficiency (all geographies and timeframes)	• Use of more efficient production and distribution processes • Use of recycling	• Focused on absolute emission reductions in all operations see metrics and targets section) • Measurement of waste generated in operations, with 2024 reporting in line with Category 5 Scope 3 emissions (see metrics and targets section) • Assessment of options to repurpose existing infrastructure prior to any decision to cease production and begin asset decommissioning • Decommissioning business seeks to maximise reuse and/or recycling

(b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.

The Group considers as part of its strategic, business planning and risk processes how a number of macroeconomic themes may influence its principal risks. Following this assessment, EnQuest considers the impact of climate change on oil price to be the only material risk factor to the Group's business model, with climate change representing one of many potential influencing factors on commodity price. Accordingly, for the purposes of quantification of risk, the Group has assessed its resilience against oil price assumptions within the International Energy Agency's Announced Pledges ('APS') and Net Zero Emissions ('NZE') scenarios. In the short to medium term, EnQuest reviews the impact of different oil prices in its going concern and viability assessments. The Group's Marketing and Trading team is responsible for optimising sales of the Group's production, including developing and implementing the Group's hedging programme. The potential impact of a change in oil price on the Group's carrying amount of oil and gas assets is outlined in note 2 of the Financial Statements. The Group's Marketing and Trading team is also responsible for purchasing emissions trading allowances in the UK, with the costs of these allowances forecast to make up c.5% of the Group's operating costs in 2025.

Asset Value relative to EnQuest Base Case NAV



The Group monitors its cash position, cash forecasts and liquidity on a regular basis and takes a conservative approach to cash management, with variance analysis run to reflect different scenarios. This is done to identify risks to liquidity and covenant compliance and enable management to formulate appropriate and timely mitigation strategies as necessary. Specific financial risks of climate change considered include access to, and cost of, capital, insurance and decommissioning surety bonds as investors' and insurers' appetite for exposure to the oil and gas sector reduces across all timeframes. It is difficult to quantify the precise impact on access to and cost of capital given the number of other constituent factors in such transactions, including the state of global financial markets at the time such a transaction takes place. The potential impact of a change in the Group's discount rate, which considers the Group's cost of capital, is outlined in note 2 of the Financial Statements.

The Group has a proven track record of executing value-accretive acquisitions, although the timing of such events is uncertain. As majors and other operators continue to shift their focus from mature basins such as the North Sea and Malaysia, there will be further opportunities for EnQuest to access additional oil and gas resources, with gas resources offering diversification of the portfolio commodity mix into a necessary transition fuel. Where new assets are acquired, there will be a clear emission reductions plan for any such asset for which EnQuest assumes operatorship, relative to the carbon footprint in the hands of the seller, and the Group factors in an associated carbon price into the acquisition economics, even in markets where no carbon trading or pricing mechanism exists.

Building on a platform of strong emission reduction performance in recent years, EnQuest sanctioned the Magnus Flare Gas Recovery project in the fourth quarter of 2024 and is working towards regulatory approval during 2025 for plans to materially reduce Kraken FPSO emissions via a gas well tieback from Bressay. Beyond these asset-specific initiatives, the Group's renewable energy and decarbonisation strategy is focused on a suite of projects at the Sullom Voe Terminal ('SVT'). As SVT operator, EnQuest is leading the terminal ownership group in decarbonising the site, with a New Stabilisation Facility project and a grid connection project in-flight. Together, these projects are expected to reduce SVT emissions by more than 90%. This right-sizing of the terminal clears the way for Veri Energy to progress three significant projects: Carbon Sequestration and Storage ('CCS'), Electrification (via onshore wind) and the production of e-fuels. It is expected that the opportunities at SVT will play a major role in delivering the Group's short- and medium-term emission reduction objectives and advancing longer-term renewable energy and decarbonisation opportunities. These opportunities are centred around repurposing the strategically advantaged terminal site, positioning EnQuest as a credible energy transition company.

EnQuest has a Board-approved commitment to reach net zero in respect of Scope 1 and Scope 2 emissions by 2040. The Group sets interim targets, linked to reward and on a rolling three-year basis, to reduce Group-wide Scope 1 and Scope 2 emissions by 10%. Against the 2021 baseline, 2024 emissions were reduced by 8.2%. A further 10% reduction target has been set over the next three-year period, 2022-2025. EnQuest is also monitoring progress against the UK North Sea Transition Deal ('NSTD') goals which contribute to the UK Government's target of net zero by 2050 and require reductions against a 2018 baseline of 10% by 2025, 25% by 2027 and 50% by 2030. At the end of 2024, EnQuest had reduced UK Scope 1 and Scope 2 emissions by 40%. All milestones occur in the medium to long term.

(c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

The Group has measured the resilience of its existing portfolio and future development plans again as part of its 2024 full-year results process, having previously updated scenario analysis 12 months ago. In its scenario modelling, the Group incorporates the estimated oil price and cost of emissions, with the oil price deemed to be the most influential risk to its business, that would prevail under the International Energy Agency's APS, and NZE scenarios. The APS assumes that all RAS climate commitments made by governments and industries around the world by the end of August 2024, for both 2030 targets and longer-term net zero or carbon neutrality pledges will be met in full and on time and shows how close current pledges get the world to the target of limiting global warming to 1.5ºc, while the NZE shows an accelerated pathway for the global energy sector to achieve net zero CO_2 emissions by 2050 and is consistent with limiting the global temperature rise to 1.5ºc. The Group continues to generate positive free cash flow when using assumptions based on the APS, although cash flow becomes negative when using assumptions based on the NZE. As outlined in the Group's viability statement on page 38, should oil prices be lower than assumed in its Plausible Downside Case projections, the Group may be required to undertake mitigating actions to meet its various obligations. EnQuest's business model enables the Group to adapt to a changing external environment, with short-cycle investments reducing the risk of 'stranded assets' in its upstream business, while the Group is pivoting towards renewable energy and decarbonisation with the activities being pursued by Veri Energy.

In summary, EnQuest's business model remains resilient under APS scenarios. Given the likelihood of each scenario assessed, the Board is comfortable that the Group's business model is resilient.

	EnQuest disclosure	Additional/related information
Risk management Disclose how the organisation identifies, assesses, and manages climate-related risks	The Group has robust risk management and business planning processes that are overseen by the Board, the Sustainability and Risk Committee and the Executive Committee in order to identify, assess and manage climate-related risks, while the Audit Committee oversees the effectiveness of the Risk Management Framework. The risk landscape inputs and considerations are outlined on page 56 and cover long-term macro factors and near-term and emerging risks.	See pages 54 to 71 (Risks) and 118 to 119 (Sustainability and Risk Committee report)

(a) Describe the organisation's processes for identifying and assessing climate-related risks.

The Group's RMF is embedded in all levels of the organisation with asset, regional and functional risk registers aggregating to an enterprise risk register, as outlined below, identifying relevant threats and how they are mitigated, while the adequacy and efficacy of controls in place are themselves also monitored. This integration enables the Group to quickly identify, escalate and appropriately manage emerging risks, with a quarterly RMF report reviewed by leadership teams and presented to the Sustainability and Risk Committee. All risks are assessed based on their estimated potential impact and likelihood with respect to people, environment, asset/business and reputation ('PEAR') on a pre- and post- mitigation basis, with judgements reviewed by peers and/or management as appropriate.

The Group is targeting net zero in respect of Scope 1 and Scope 2 emissions by 2040 and seeks to ensure that suitable and sufficient controls are in place to deliver against its environmental, social, governance ('ESG') strategy. In 2024, EnQuest undertook a double materiality assessment with reference to GRI and IOGP material sustainability topics for the oil and gas industry. The materiality assessment has enabled EnQuest to refresh its ability to articulate and disclose climate-related risks and opportunities, in keeping with the evolving sustainability disclosure landscape.

EnQuest uses Hurdle Risk as the risk management tool for identification, measurement and mitigation of risks and requires an assessment of value associated with a given risk. The Risk Management Process takes place across four key areas: Group, Region, Asset and Functional:

- Group level – An Enterprise Risk Register and Risk Report provides the Board and executive management with a single view of risk across the Group to aid strategic decision making. This reflects the overall Risk Management Strategy and responses to individual risks, including climate-related risks, with a focus on reporting risks that are critical from a decision-making perspective. Critical risks are those that are assessed as having the greatest potential impact and likelihood with respect to PEAR on a pre- and post-mitigation basis;
- Region level – Risk registers are available for the North Sea and Malaysia. These registers include details of all relevant operational, execution, HSE, organisational, financial, legal and contractual risks facing each of the business units;
- Asset level – Risk registers are developed for all operated assets. These registers include details of all relevant operational, executional, HSEA, organisational, financial, legal and contractual risks facing each asset; and
- Functional level – A risk register is developed for any improvement opportunities and deficiencies in the risk controls for the legal, commercial, HSEA, organisational, financial and business services risk categories. The functional assessments review the effectiveness of policy and management systems in place and identify critical gaps and/or areas of non-compliance within the Group.

Climate-related risks are classified in alignment with TCFD's description of transition and physical risks:

Transition risks – risks related to the transition to a lower-carbon economy, including policy and legal, technology, markets and reputation.

Physical risks – risks related to the physical impacts of climate change, including event-driven risks such changing severity and/or frequency of extreme weather events.

Through EnQuest's Environmental Management System, all environmental aspects and risks are identified using EnQuest's Environmental Aspects and Impacts Identification Procedure and are recorded in an Environmental Aspects and Impacts Register. Similarly, the process of developing an asset or project-specific aspects and impacts register entails a systematic review of operational activities, identifying effective control measures, mitigations and/or improvement plans at all stages in the project life cycle from inception, through to abandonment and decommissioning. The people undertaking this process shall be competent with the requisite experience and technical knowledge, so that a high-quality review of an activity, project, process, design or an operation is carried out. Aspects may be identified through workshops, meetings, reviews and audits and separated into two groups; planned and unplanned. EnQuest has also established an Identification and Evaluation of Compliance Obligations Procedure in order to ensure that the organisation is aware of and understands how its activities are (or will be) affected by current and new legislative requirements. This procedure is aligned with the requirements of ISO 14001:2015. Furthermore, the Group strengthened its climate change oversight through the introduction of an Energy (Emission) Management System – Structure & Governance procedure (as noted in the Strategy (a) disclosure). The HSEA team keeps up to date with the identification and maintenance of awareness of compliance obligations through professional subscriptions, by consulting relevant websites, including regulatory and government departments, as well as through training, attendance of seminars, conferences, network forums and meetings. Consultations with government, other regulatory agencies and any other stakeholders may also be required. Other compliance requirements are identified and recorded from the Group's HSEA Policy, licences, permits and authorisations and industry standards and codes of practice. The result of the evaluation of compliance is detailed in the monthly KPI report, while on a routine basis, the HSEA teams review and discuss open non-conformances and any new legal requirements.

(b) Describe the organisation's processes for managing climate-related risks.

The Sustainability and Risk Committee also provides a forum for the Board to review selected individual risk areas in greater depth. Climate-related risks and opportunities, and associated mitigation measures and action plans, are maintained in a series of risk registers at Enterprise (Group), region, function and asset levels.

Climate change is categorised as a standalone risk area within the Group's 'Risk Library', allowing the application of EnQuest's RMF to underpin its approach in this important area. For each risk area, the Sustainability and Risk Committee reviews 'Risk Bowties' that identify risk causes and impacts and maps these to preventative and containment controls used to manage the risks to acceptable levels. EnQuest's Climate Change 'Risk Bowtie' covers both physical and transition risks in accordance with the TCFD framework (as outlined in the Strategy section (a)). They are also considered within the context and review of several other risk areas, such as oil price, (see the Strategy and Risk management sections for the Group's assessment of financial materiality and potential impact and likelihood with respect to PEAR, respectively).

The outcomes from the Group's double materiality assessment have been incorporated within the Climate Change 'Risk Bowtie', identifying and mapping risk causes and impacts against preventative and containment controls used to manage the risks to an acceptable level.

A Continuous Improvement Plan ('CIP') describes EnQuest's improvement initiatives, what the Company will do to achieve them and how it will measure success. Specific objectives, targets and actions are developed and cascaded to all levels within the organisation, including a number related to the management of climate-related risks. In addition to the CIP, EnQuest has defined Key Performance Indicators ('KPIs'), which are used to monitor performance. They take into account the significant environmental aspects and the Company's compliance obligations.

(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

See the Risk management disclosure (a) for a description of how climate-related risks are integrated into EnQuest's overall RMF. Risks are uploaded to the Group's risk software tools which assign ownership for the risks with associated systemised monitoring of mitigations being closed out. These systems require the risk owner to assess the materiality of each given risk before and after mitigations in accordance with the Group's materiality thresholds (outlined in the metrics and targets section below).

	EnQuest disclosure	Additional/related information
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	Absolute emissions and their reduction are a key area of focus for EnQuest given the Group's net zero commitment in respect of Scope 1 and Scope 2 emissions by 2040 and its desire to play its part in the UK's drive towards net zero by 2050 (2045 in Scotland). EnQuest currently operates offshore in the UK and Malaysia, which are highly regulated mature hydrocarbon provinces. The Group has a well-established HSEA Policy outlining its commitment to integrating environmental management into its operations, with its Environmental Management System ensuring the Group manages and mitigates its impact on the environment and complies with the regulatory requirements in the areas in which it operates. Through this process, the Group has not identified any material risks associated with water, energy, land use, and waste management. EnQuest has considered the climate-related metric categories in Table A2.1 within the TCFD implementation guidance but has not set any other metrics or targets beyond those listed below.	See pages 5 (KPIs), 28 to 31 (Midstream and Veri Energy review), 44 (Environmental), 84 (s172), 112 and 113 (CPC and PSP disclosures within the Directors' Remuneration Report) and 123 (GHG emissions disclosures in the Directors' report)

	EnQuest disclosures Metrics – consistent with prior year unless otherwise stated	Description
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	Scope 1, 2 and 3 absolute emissions and emissions intensity. Scope 1, Scope 2 and Scope 3 Category 5 metrics are consistent with prior years. Scope 3 Category 6, 7 and 11 metrics are new additions in 2024.	EnQuest operates in an industry and geography in the UK that has agreed medium- and long-term absolute Scope 1 and 2 emission reduction targets, expressed as percentage reductions in tonnes of CO_2 equivalent emissions. As such, the Group monitors progress against these and its own associated targets (see metrics and targets (c)). The Group has also enhanced its reporting of Scope 3 emissions, with verified data on Category 5 'waste generated in operations', Category 6 'business travel', Category 7 'employee commuting, and, most materially, Category 11 'use of sold products' included within the 2024 Annual Report and Accounts. The Group has defined criteria for screening and ranking emission reduction opportunities within its existing operations, including: the potential contribution to the Group's targets; economic indicators; the chance of success; time to implement; and any risks to the Group's production. The Group also monitors its emissions intensity ratio (as set out in the Directors' report on page 123), recognising the impact this metric has on certain risks and opportunities, such as reputation, access to capital and M&A opportunities.

	EnQuest disclosure Metrics – consistent with prior year unless otherwise stated	Description
(a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. (continued)	Transition risks and carbon prices	The Group primarily produces oil from its offshore installations and so deems the oil price to be the most material risk to its business, particularly as commodity prices are impacted by other of the identified transition risks and opportunities outlined in Strategy (a). As such, the Group actively monitors the price of oil, hedging a proportion of its exposure to oil prices to ensure a minimum price is received for its production. EnQuest uses oil prices in its internal planning and investment (including M&A) decision-making processes. The Group's forward-looking oil prices are disclosed in note 2 of the financial statements.
	Physical risks	All of the Group's assets are in offshore environments and so are subject to physical risks, as outlined in Strategy (a).
	Climate-related opportunities	As a responsible transition operator, EnQuest is actively decarbonising its existing portfolio, with significant decarbonisation projects underway at the Sullom Voe Terminal and at Magnus. The Group also aims to achieve a final investment decision during 2025 on a gas well tie-back from Bressay to Kraken; a project which would materially reduce Kraken emissions. Within Veri Energy, EnQuest is assessing opportunities that could deliver decarbonisation and renewable energy at scale in the long term. For example, the Group's carbon capture and storage opportunity has identified the potential to store up to 10mtpa of CO_2 from stranded emitters in depleted North Sea reservoirs, potentially taking EnQuest beyond net zero, in comparison to the Group's reported Scope 1 and 2 emissions footprint. The Group is also progressing an onshore wind project to provide electrification options at SVT, while the opportunity to produce e-fuels at the terminal site is being assessed.
	Capital deployment	The Group has several major decarbonisation projects in-flight, including the Magnus Flare Gas Recovery project, which was sanctioned in 2024 and the New Stabilisation Facility at the Sullom Voe Terminal. Accordingly, c.52% of the Group's 2024 capital expenditure was classified as decarbonisation cost. Such expenditures are reset on an annual basis, in line with the Group's business plan process.
	Remuneration	The Group's emission reduction targets and progress of its energy transition and decarbonisation strategy development and execution are linked to short-term and long-term remuneration, as set out in the Directors' Remuneration Report (see pages 112 to 113).
(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas ('GHG') emissions, and the related risks.	As outlined in the Directors' Report, EnQuest discloses Scope 1 and 2 emissions and associated intensity outcomes on an operational control basis. The Group has also enhanced its Scope 3 emission disclosure, with data reported on Category 5 'waste generated in operations', Category 6 'business travel', Category 7 'employee commuting' and, most materially, Category 11 'use of sold product'. The Group's GHG emissions data disclosed in the Directors' report and throughout the ARA is verified by Lucideon. The Group is cognisant of the risks of access to capital and people, rising emission costs and reputational and regulatory risks associated with failure to adhere to policies and guidelines or missing targets.	

	EnQuest disclosure
(c) Describe the targets used by the organisation to manage climate-related risks and opportunities, and performance against targets.	The Board's goal is to be as ambitious as it can in setting decarbonisation targets, while balancing the economic realities of operating late-life assets. As such, in 2021 the Board approved a targeted 10% reduction in EnQuest's absolute Scope 1 and 2 emissions from its existing portfolio on a rolling three-year basis, from a year-end 2020 baseline. As at 31 December 2024, Group emissions had been reduced by c.22% against the 2020 baseline and c.8% in the three-year period from 1 January 2022. Further emission reduction targets over a three-year period have been set as part of the Group's Performance Share Plan measures (see page 113 of the Directors' Remuneration Report). Discrete targets for emission reductions compared to 2021 associated with diesel use and flaring were also set, for which performance was assessed as being between target and stretch (see the Directors' Remuneration Report in the Group's 2022 ARA). As at 31 December 2024, UK emissions had been reduced by c.40% against the 2018 baseline, significantly ahead of the North Sea Transition Deal targets of achieving a 10% reduction by 2025 and close to the 50% reduction targeted by 2030. During 2023, the EnQuest Board committed to reach net zero in terms of Scope 1 and Scope 2 emissions by 2040. In 2024, the Group continued to make progress in each of its renewable energy and decarbonisation opportunities. In carbon capture and storage, the Group has assessed the four carbon storage licences awarded by the NSTA during 2023, and took the decision to relinquish two of the licences in the first quarter of 2025. The Group's remaining licences are based at the Magnus and Thistle reservoirs. These are intended for use in delivering the potential to store up to 10mtpa of CO_2 from stranded emitters in depleted North Sea reservoirs. Further, EnQuest's electrification ambitions, as well as plans to produce e-fuels could harness renewable energy to help decarbonise offshore developments and a number of other industries, respectively. These opportunities remain at an early stage and require further regulatory and fiscal development before appropriate financial targets can be considered.

Section 172 statement

Section 172 matters (a) – (c) are covered in the accompanying stakeholder engagement disclosures on the following pages. The Board's consideration with respect to section 172 matter (d) can be found on pages 40 to 55, matter (e) on pages 39, 70, 72, 95 to 97 and 110, and matter (f) within the principal decisions outlined on page 86.

The Board has acted in a way that it considers to be most likely to promote the success of the Company for the benefit of its members as a whole and, in so doing, has regard for the potential impact of the Group's activities on its various stakeholders. In the majority of cases, information and feedback are provided throughout the year to the Directors by the Group's Executive Directors, senior and functional management and external advisers through a variety of Board reports, presentations and ad hoc correspondence. These reports cover the Group's financial, operational and environmental performance, while EnQuest's advisers provide the Board with relevant insight from their interactions with their respective stakeholders.

When appropriate, the Directors seek further understanding of the concerns of relevant stakeholders, which could include direct engagement by the relevant Director and/or requesting additional information to ensure they have a full appreciation of a given matter prior to making any decisions. As such, the Directors are able to assess the impact of business decisions on stakeholders and fulfil their duty to promote the long-term success of the Group.

The Directors consider principal decisions (outlined on page 86) on the basis of materiality of the incremental impact they are anticipated to have on the Company's stakeholders and/or the Company itself. Throughout the year, the Board and management team considered various M&A opportunities. For several of these, it was decided that their pursuit would not be in the interests of the Group's stakeholders, reflecting EnQuest's in-depth review processes (including those by the Technical and Reserves Committee) and focus on capital discipline.

Stakeholder groups		Direct Board-level engagement in 2024	Other engagement activities in 2024
A **People**	Our employee and contractor workforce is critical to the delivery of SAFE Results and EnQuest's success. As such, we are committed to ensuring EnQuest remains a great place to work. We have a strong set of Values that underpin our way of working and provide a rewarding work environment, with opportunities for growth and learning while contributing to the delivery of our strategy.	Three Global Employee Forum meetings per year with designated Non-Executive Directors were organised; video messages; subject matter expert virtual and physical attendance at scheduled Board and Board Committee meetings; physical and virtual safety leadership engagement visits; three interactive virtual Town Hall Meetings.	See the accompanying principal decisions on page 86 and pages 51 to 53 of the ESG section which detail the various people-related initiatives implemented during the year, including the employee surveys and those related to our people's safety and wellbeing.
B **Investors**	Our investors support management in the execution of EnQuest's business strategy, including the provision of capital for management to develop the business in order to deliver returns in a responsible manner.	Virtual and physical meetings (including the Annual General Meeting, post-results roadshows and multiple investor conferences and ad hoc meetings), calls and direct correspondence with a wide range of equity and debt investors in relation to the Group's refinancing plans and delivery against its strategic objectives.	See the accompanying principal decisions on page 86 and the Strategic report on pages 02 to 86, which explains the Group's performance and investment decisions during the year. Page 95 of the Corporate governance statement outlines in more detail how the Group engages with its investors. Financing is identified as one of the Group's Principal risks and uncertainties on page 61.
C **Partners**	We collaborate with our existing joint venture partners, securing their support to deliver our asset plans. We value their contribution to the effective operational and financial management of our assets as we deliver on our business strategy In pursuit of the Group's new energy and decarbonisation ambitions, we also engage with potential strategic and financial partners	Virtual and physical meetings and calls.	The Group has regular engagement with its joint venture partners on day-to-day asset management and the execution of the longer-term asset strategy. This occurs through a combination of formal interactions, governed by joint operating agreements, and via informal engagement. See pages 20 to 31 of the Strategic report for further details on operational and financial activities and decisions undertaken across our assets. Joint venture partners are recognised as one of the Group's Principal risks and uncertainties on page 69.
D **Host governments and regulators**	We work closely with the host governments and regulators in the jurisdictions in which we operate. The Group complies with the necessary regulatory requirements, including those related to environmental matters such as reducing emissions, to ensure it maintains a positive reputation and licence to operate, enabling the effective delivery of the Group's strategy.	Virtual and physical meetings and calls with the North Sea Transition Authority ('NSTA') in the UK and Malaysian Petroleum Management ('MPM') in Malaysia. A number of meetings have been held with the Shetland Islands Council ('SIC') in relation to the Group's Infrastructure and New Energy business, while several meetings and other correspondence have been undertaken with UK Treasury officials on the UK's Energy Profits Levy ('EPL').	See the Strategic report on pages 02 to 86 and the Group's Principal risks and uncertainties on pages 54 to 71, which outline EnQuest's strong relationships with governments and regulators. Pages 44 to 49 of the ESG section and pages 120 to 124 of the Directors' report outline further details on the Group's regulatory compliance activities.
E **Suppliers**	EnQuest relies on its suppliers to provide specialist equipment and services, including skilled personnel, to assist in the delivery of SAFE Results.	None	The Group has continued its active and positive engagement with its suppliers through various supplier forums, performance reviews, ad hoc virtual meetings and industry events. The Group continues to monitor and report its supplier payment performance. Please also see the Group's Principal risks and uncertainties on pages 54 to 71, a number of which are impacted by the Group's supplier relationships.
F **Communities**	Making a positive contribution, and appropriately managing our environmental impact in the communities in which we live and work around the world, remains a key part of our activities. Our communities provide a potential source of employees, contractors and support services, and are important in supporting EnQuest's social licence to operate and maintaining a positive reputation.	None	See pages 50 to 51 of the ESG section which outline the Group's community engagement activities and environmental considerations, with the importance of maintaining a positive reputation outlined in the Group's Principal risks and uncertainties on page 70.
G **Customers**	Our customers help facilitate the provision of hydrocarbon-related products to meet a variety of consumer demands and, as such, require a reliable supply of hydrocarbons to meet their needs. We have also begun engaging with potential customers in relation to our carbon capture and storage and electrification opportunities as part of our Infrastructure and New Energy business.	None	We have maintained strong relationships with existing customers, including fuel oil blenders to whom the Group supplies Kraken oil as an unrefined constituent of IMO 2020 compliant low-sulphur bunker fuel.

Stakeholder groups

A People B Investors C Partners D Host governments and regulators E Suppliers F Communities G Customers

Principal decision and impacted stakeholders	Stakeholder considerations and impact on the long-term sustainable success of the Company
Shareholder distributions Impacted stakeholders: A B	Following significant and disciplined deleveraging of the Group's balance sheet, EnQuest reached a net debt to EBITDA ratio of 0.6x, close to its stated target of 0.5x, as at 31 December 2023. Upon reaching this milestone, the decision was taken to return capital to shareholders in the form of an up to $15.0 million share buy-back programme. Given the discount in equity trading value versus net asset value, it was decided that such a programme would be more value-accretive to shareholders than a dividend. The 2024 share buy-back programme commenced on 29 April 2024 and was carried out through an agreement whereby Merrill Lynch International purchased shares as principal for the subsequent sale on to, and purchase by, EnQuest. The programme concluded on the contracted date of 31 December 2024. c.56 million shares were purchased for a total consideration of c.£7 million (c.$9 million) over the period, with the first 25 million share purchases held in Treasury for subsequent issue to the EnQuest Employee Benefit Trust. In total, nearly 31 million shares were cancelled through this programme. For further information, see note 8 to the financial statements.
Diversity, Equity and Inclusion Policy update Impacted stakeholders: A B C D E F	In early 2024, the Board reviewed EnQuest's established 'Diversity and Inclusion Policy' alongside analysis of progress against stated targets. The outcome of the review was a request from the Board to enhance the tenets of the existing policy, which were developed in 2021, to reinforce EnQuest's commitment towards supporting an inclusive culture amongst our workforce. Working alongside industry bodies to assess best practice in this area, the Group has developed a Diversity, Equity and Inclusion ('DE&I') Policy and an accompanying plan to deliver against updated targets. Accordingly, the Group's vision is to fully embrace DE&I and embed it into all business functions across all locations. EnQuest aims to stand out as an employer that values and practices DE&I and leads by example. For further information on our DE&I Policy and progress in this area, see page 51 of the Strategic report.
High Yield bond tap and subsequent repayment of term loan facility Impacted stakeholders: A B C D	The Group's improved balance sheet, enhanced liquidity position and significantly advantaged UK tax position means EnQuest is well placed to pursue growth opportunities. In order to maximise available financial capacity to pursue value-accretive growth, the Board considered several options relating to simplification of the Group's debt structure. This process was centred on repaying and refinancing a $150.0 million term loan facility which, due to its second lien ranking within the structure, restricted the Group's ability to draw on its full reserve based lending facility. During September 2024, the Board sanctioned a Dollar for Dollar refinancing of the term loan facility, plus associated fees, via a tap on the Group's existing high yield US Dollar bond. This bond issuance was significantly over-subscribed and was priced above par at 101.0%, forming a fungible addition to the existing $305 million high yield notes, due for repayment in 2027. The Board concluded that this positioned the Group to be transaction-ready for future opportunities. For further information, see pages 34 to 38 of this Strategic report and note 17 to the financial statements.
Malaysian expansion and Vietnam new country entry Impacted stakeholders: A B C D E F G	During 2024, EnQuest celebrated ten years of successful operations in Malaysia and was named Upstream Operator of the Year at the Malaysia Upstream Awards. Building on this strong operating footprint in Malaysia, the Board and Executive team have been clear that South East Asia is a region in which EnQuest is targeting enhanced geographic and commodity diversification for the Group. Accordingly, the Board has made two significant decisions relating to Malaysian operations during 2024; the DEWA asset Production Sharing Contract award, and the expansion of the Seligi gas agreement. At DEWA, EnQuest has taken operatorship and a 42.0% equity share of a cluster of assets consisting of 12 discovered fields, focused on a first phase development which could hold up to 500 Bscf of gas in place. The expanded Seligi gas agreement builds on the existing transport and handling agreement currently in place by awarding EnQuest the opportunity to develop approximately 155 Bscf (c.27 million barrels of oil equivalent) of additional Seligi field gas resources, with a 50% equity share. EnQuest will produce the additional Seligi Field gas by modifying its existing infrastructure, providing a cost-efficient way to deliver new volumes into the Peninsular Malaysia gas system and help the nation meet its increasing energy needs. Together, these volumes will significantly increase the gas component of EnQuest's production, which aligns to the Group's strategic aim to reduce its overall carbon intensity. EnQuest's growth in South East Asia was further enhanced by an agreement to acquire Harbour Energy PLC's business in Vietnam, which includes the 53.125% equity interest in the Chim Sáo and Dua production fields. This fully staffed new country entry expands the Group's South East Asian footprint beyond Malaysia. In assessing this acquisition, the Board took the view that it aligns with the Group's strategic aim to grow its international operating footprint by investing in fast-payback assets, with low capex and reduced carbon intensity. For more information on these transactions, please see pages 24 to 25.

The Strategic report was approved by the Board and signed on its behalf by the Company Secretary on 26 March 2025.

Kate Christ
Company Secretary