Tax

Policy

Introduction

Purpose

Harbour Energy Plc and its subsidiaries ('Harbour Energy') conform to this Policy.

Scope

This Policy applies to all taxes that Harbour Energy is subject to globally, including all duties, levies, import charges and withholdings, whether direct or indirect, created or imposed by any taxing, fiscal or other appropriate authority, including Corporate Income Tax, Government Royalties, Indirect Taxes (including VAT, Sales Tax and Customs and Excise Duties), Withholding Taxes, Capital Taxes, Stamp and Real Estate Taxes, Transaction Taxes and Employer Taxes.

Ownership and Approval

Harbour Energy Plc's Board of Directors ('the Board') is ultimately responsible for this Policy and tax risk within the organisation. The Board has delegated authority to the Audit and Risk Committee (ARC) to review and approve the Policy annually. The execution of the Policy is delegated to Harbour Energy's Chief Financial Officer (CFO).

This document applies to the financial year ended 31 December 2026.

Tax Policy Framework

Harbour Energy is committed to conducting its tax affairs in accordance with the following framework:

Tax Planning

Harbour Energy is committed to:

- Paying the right amount of tax at the right time in all countries where Harbour Energy operates
- Complying with applicable tax laws
- Using business structures that are driven by commercial considerations, are aligned with business activity and have genuine substance
- Not participating in tax evasion, seeking abusive tax results or taking positions that would rely on non-disclosure
- Using legislative concessions, incentives and reliefs where available in the manner intended
- Conducting transactions between affiliates in accordance with Organisation for Economic Co-operation and Development (OECD) principles
- Operating in jurisdictions, including those with lower tax rates, only where aligned with genuine commercial activity and supported by appropriate substance. Harbour Energy does not use artificial arrangements to shift profits to low-tax jurisdictions

Tax Risk Management

Tax risk may arise due to our global presence and uncertainty in the interpretation or application of tax laws. When we apply tax legislation, we do so in the expectation that our interpretation would be upheld in court, having regard to the relevant facts, law and established practice. Where uncertainty exists, Harbour Energy seeks appropriate professional advice and, where relevant, matters are discussed with tax authorities.

Harbour Energy's tax risk management framework:

- Comprises this Policy as well as Standards and Procedures governing the identification, management and reporting of the tax risks facing the business
- Sets out the tax risk control and governance framework that is in place to provide assurance that Harbour Energy's tax risks are being proactively assessed and managed

Tax Governance

Harbour Energy's tax governance management framework:

- The CFO is responsible for the implementation of this Policy with the assistance of the tax function. This includes ensuring that the Standards and Procedures supporting this Policy are in place, maintained and applied consistently within Harbour Energy, and that the tax teams located in each business unit have the skills and experience necessary to implement this appropriately
- The ARC's responsibilities also include the monitoring of significant tax risks on behalf of the Board. The Senior Vice President – Financial Reporting & Tax and the tax function inform the ARC of any significant tax risks and, if appropriate, provide regular updates on how those risks are being managed

Relationships with Tax Authorities

Harbour Energy aims to:

- Work openly and transparently with tax authorities to resolve uncertainties or disputes in a timely manner
- In countries where it is common practice, engage proactively with tax authorities in real time through co-operative compliance arrangements
- Undertake fiscal engagement where matters directly impact Harbour Energy

Compliance with UK Legislation

With respect to the UK, this Policy complies with the requirement to publish a tax strategy under Paragraph 16(2), Schedule 19, Finance Act 2016. This Policy is published on Harbour Energy's external website and on Harbour Energy's intranet, on the business management system.

Board approved in June 2026.