



Company Governance

Background

South Hook LNG Terminal Company Ltd (the “Company”) operates one of Europe’s largest Liquefied Natural Gas (“LNG”) receiving and regasification Terminals at Milford Haven, West Wales, UK. Ground-breaking in terms of its size and strategic importance, the Terminal is a strategically significant link in the world’s first fully integrated Supply Chain that stretches from the gas fields off the north east coast of Qatar to the deep waterway of Milford Haven. LNG is delivered to the Terminal where it is regasified into natural gas for delivery to UK market on behalf of Terminal Users. The safe and reliable regasification of natural gas is the Company’s primary purpose.

The Terminal was constructed in two phases; Phase I was successfully commissioned during 2009 and Phase II was brought online in early 2010. The Company has the capability of offering Terminal Users the facility to receive 15.6 million tonnes per annum of LNG together with a regasification service capable of delivering up to 650 GWh per day of natural gas into the UK market.

The Company has a Terminal Capacity Agreement (“TCA”) with South Hook Gas Company Ltd (the “Base User”), a related party, for the use of this regasification capacity under a twenty-five year agreement. Arrangements under this agreement commenced in March 2009 and is underpinned by a Regulated Third Party Access (“RTPA”) exemption granted by Ofgem under the Gas Act 1986.

The activities of the Company are governed by a Joint Venture Agreement with its Shareholders whose interests in the Company are as follows:

Qatar Petroleum Holdings (UK) Ltd	67.50%
ExxonMobil Qatargas (II) Terminal Company Limited	24.15%
Elf Petroleum UK Limited	8.35%

The Board’s approach to section 172(1)

Collectively the Board of Directors (the “Board”), appointed by the Company’s Shareholders, are responsible for the effective oversight of the Company and have implemented a governance structure to support the long-term success of the Company to deliver sustainable shareholder value. Responsibility for the day-to-day management of the Company is delegated to a shareholder appointed General Manager. The Board works closely with the General Manager to determine the Company’s strategic direction and objectives, business plans, and to embed the desired culture throughout the organisation.

The key means of embedding this culture is through the Company’s Board approved Code of Business Ethics policy, along with a number of supporting policies and procedures. These policies describe the Company’s desire to carry out its business in accordance with the highest



ethical standards and emphasise the importance of upholding ethical principles such as honesty, integrity, respect, reliability, fairness, and openness. The Company has in place a controls framework to ensure proper functioning of the Company's governance arrangements, and is overseen by an Audit Committee.

The Board acknowledges that the long-term success of the Company is critically dependent on the way it works with a number of important stakeholders. Key stakeholders are considered in their decision-making, and in doing so, ensures the directors' duty is discharged under section 172 of the Companies Act 2006.

Stakeholder engagement

The Company's focus on key stakeholder relationship management and how this engagement is reported up to the Board to support its decision-making is set out below. A significant amount of stakeholder engagement is managed locally, with an overview of developments reported to the Board on a regular basis. In most cases, this will be in the form of a periodic updates from the General Manager.

Employees

The Company strongly believes that motivated and competent people are vital to the success of the business in achieving its Vision and upholding its Values. The Company aims to attract, retain, care for, motivate and listen to its people, training and developing them to maximise their opportunities for success. Committed to providing a safe workplace, the Company cares about the well-being of everyone that works within the business and values the diversity of perspectives, ideas and backgrounds people have. Operating in a competitive industry the Company aims to continue to be successful far into the future and recognises its people will always be at the heart of that success.

Engagement with employees takes many forms including surveys, formal and informal meetings and general updates. Management ensure staff are kept up to date on the Company's performance, plans and objectives together with the potential impacts on them as employees. The Company operates an employee forum with employee representatives from across the organisation and chaired by the Human Resources Manager. This forum provides a two-way communication mechanism between the Company and its employees.

During the year, the General Manager hosted an open forum providing staff with an update on Company performance as well as an opportunity to discuss a wide range of topics with Management. In addition, the Company has communicated progress against key performance indicators and priorities through a quarterly update. Key engagement during the year included the transition back to normal working patterns and locations following the COVID-19 pandemic, and a campaign to further strengthen field safety behaviours. The Company has continued to implement a range of social and wellbeing initiatives with particular focus on physical and mental health.



The Board receives regular updates on employee matters, engagement, and performance against key measures.

Suppliers

The Company relies on suppliers and contractors with proven experience in the Oil and Gas industry to provide a range of quality goods and services in order to maintain the highest standards of safety and reliability. The Company has developed business relationships with both large international suppliers, and a number of smaller local suppliers. The Company clearly articulates its stance on anti-corruption, anti-bribery, and modern slavery with all suppliers ensuring the highest standards of ethics and transparency are maintained. The Company operates and maintains an approved vendor list, which includes a robust qualification process to ensure suppliers are screened and meet the standards expected by the Company.

The Company engages with existing suppliers through regular business-level meetings, providing a forum to discuss key topics including safety, quality, and security of supplies.

The Company acknowledges the importance of prompt payments to suppliers, publishing its payment practice report, as approved by a member of the Board, on a six-monthly basis.

Community and environment

The Company takes its environmental responsibilities extremely seriously and is committed to being a considerate and environmentally focused neighbour. The Company operates within a comprehensive suite of Environmental Permits, closely regulated by Natural Resources Wales ("NRW") and has a corporate responsibility to operate safely and effectively within the local community. Complying with its operating permit and building strong relationships within the local community is essential to maintaining the Company's licence to operate, and reputation for upholding the highest ethical standards of business.

The Company continually monitors its operations and any potential impact on the surrounding environment and wider community. The Company works with experts in the field to identify techniques on how best to mitigate any impact.

A large section of the Terminal is designated as a Nature Conservation Area, which falls within the Pembrokeshire Coast National Park. The Company works closely with the Pembrokeshire Coast National Authority ("PCNPA") to preserve the undisturbed nature of this protected piece of land. Human access is limited to encourage priority species to inhabit and thrive.

The Company continues its active engagement programme with community groups and voluntary projects across Pembrokeshire. The programme echoes the core values of the Company within the community, supporting development in the areas of safety, the environment, education and wellbeing. The Company continues its partnership with Pembrokeshire Association of Voluntary Services, supporting local community initiatives,



concentrating its financial assistance in the communities across Pembrokeshire, through its Community Fund. In addition, the Company supports community groups across Pembrokeshire through staff volunteering, matched funding, and volunteering time recognition. The Company hopes to bring about long-term sustainable and measurable benefits to the communities of Pembrokeshire through the engagement of staff with local community projects.

The Company has in place a Community Liaison Group, where elected representatives from the community meet with the Company's Management on a regular basis to share relevant information and receive feedback from the wider communities or organisations that they represent.

Customers

The Company has in place a twenty-five year TCA, which commenced in March 2009, with the Base User for the full use of the regasification capacity at the Terminal. Proactive engagement with the Base User is crucial to ensure the Company is able to meet the obligations set out in the TCA, and ensure the efficient functioning of the value-chain, to deliver long-term shareholder value. There are regular communications between the Company and the Base User through both formal and informal meetings, at the business level.

Regulators & Government Organisations

The Company maintains excellent relationships with a number of key regulators and government organisations including the Health and Safety Executive ("HSE"), NRW, OFGEM, Department for Business, Energy and Industrial Strategy ("BEIS"), Department for Transport ("DFT"), the Centre for the Protection of National Infrastructure ("CPNI"), and HM Revenue and Customs ("HMRC").

Maintaining a transparent and constructive relationship with all regulators is critical to the ongoing success of the Company, and delivering shareholder value. The Company takes a proactive approach to engagement with these stakeholders through regular meetings and communication in respect to both current and future business developments. The Board is regularly updated with any relevant information in respect to the business level interactions with regulators via periodic briefings, and during face-to-face meetings.

Engagement with Regulators and Government Organisations during the year has focused around energy security, incremental capacity and general day-to-day matters with relevant regulators and government organisations.

Debt investors

The construction of the Terminal was partly funded under a project financing arrangement, and the Company is subject to ongoing loan compliance obligations.



Meeting the ongoing compliance obligations of loan covenants ensures the Company is able to meet its capital management objective of maintaining adequate capital ratios, whilst maximising shareholder value. In particular, compliance with relevant debt service funding and maintaining adequate interest cover is a key part of the Company's ability to meet its capital allocation objective of payment of dividends.

The Company proactively engages with its debt investors through an Inter-Creditor Agent, providing all relevant reporting and responding to any requests for information in a timely manner.