



COMMUNICATION PROTOCOL TERMINALS



2023



HES | bulk for life

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Introduction

HES International B.V. (“HES” or “the Company”) is jointly held by Macquarie European Infrastructure Fund 5 (“MEIF5”), which is managed by Macquarie Asset Management (MAM), and West Street Infrastructure Partners III (“WSIP”), which is managed by the Goldman Sachs Asset Management Infrastructure business (“GS”).

GS and MAM are experienced, long-term infrastructure investors with strong track records of supporting their portfolio companies’ investment plans and they are supportive of the management team’s vision for the Company.

Management of HES terminals is expected to reach out for external communication to members of the Executive Board and/or HES Communications Manager of HES Group Management as per guidelines stated in this communications protocol.

RATIONALE

The key driver that determines the approach to external communication is how individual terminals engage and consult with HES Group Management in their approach to external communications and in representing the HES brand. HES Group Management consultation is key to ensure a coordinated approach as a group and consistent external messaging.

Key contacts for external communications and branding for HES are provided in Appendix 1 to this document.

BRANDING

HES is in the process of rolling out the HES brand across the portfolio which in certain instances has resulted in a changing of some terminal names. Terminals should fully adopt this branding and any new naming convention consistently across their activities as per the direction of HES Group Management (reference ‘Corporate Identity Manual’). Terminals where the new branding policy will not be rolled out (e.g. EMO and EBS) have a logo in which the line ‘A HES International Company’ is incorporated. This is the only official logo that these companies are to use. There are terminals where the branding cannot be rolled out due to JV arrangements (e.g. OBA, OVET and STE).



Contact for external communications and branding see Appendix 1.

Communication protocol

1. DAY-TO-DAY OPERATIONAL ACTIVITIES AND ISSUES

Communication regarding day-to-day operational activities and issues is the responsibility of the individual terminals and does not need to be discussed with or pre-approved by HES Group Management. For example there is no need to discuss:

- ▶ Internal notes to staff (unless HES and/or the Shareholders are specifically named or referred to);
- ▶ Terminal advertising and marketing;
- ▶ Local government and community relations; and
- ▶ Sponsorship programmes.

However, to ensure there is awareness of activities, it is recommended practice to include the HES Communications Manager in the distribution of any significant announcements (Appendix 1).

To the extent any issues or concerns are raised in the day-to-day engagement with stakeholders (e.g. with local government), it is recommended that the HES Communications Manager is alerted as soon as practical in case any enquiries are received so advice and support can be given.

2. STRATEGIC AND FINANCIAL INFORMATION

While terminals should manage any day-to-day release of information, any information of a strategic nature should be discussed with HES Group Management and key messages agreed with HES Group Management prior to external release. Depending on the nature of the infor-

mation it may be appropriate to agree a more detailed communication and/or issues management approach, involving the HES Group Management.

The terminals should not provide information or make public comment on the following, without prior discussion and agreement with HES Group Management:

- ▶ The financial performance - excluding internal updates for employees which give a global view on financial performance of the terminal -, or structure of a terminal, HES International B.V., or Shareholders GS and MAM;
- ▶ The introduction of significant new services or business lines;
- ▶ Board or senior management changes; and
- ▶ Other significant strategic or operational matters (e.g. pricing strategy, contractual changes/impacts, acquisitions, growth plans, significant new contracts, major planning developments, property developments, etc).

Any information provided to the rating agencies or lenders must be cleared with HES Group Management prior to its issuance.

3. PERSONAL PROFILE BUILDING OF INDIVIDUALS

While HES Group Management support the ongoing profile building of the terminals as organisations, offline as well as online, the objectives must remain consistent with those of the company as a whole and should be done within any framework or guidelines provided by HES Group Management.

HES recognises the importance of creating and maintaining goodwill among stakeholders as well as a

favourable climate in the media. The respective Managing Directors all enjoy a positive profile and are recognised as the public face of their terminal. It is important this is maintained and the HES Communications Manager is informed of any planned activity including:

- ▶ Engagement with key national media;
- ▶ Engagement with trade/business media; and
- ▶ Speaking engagements.

Terminals and HES Group Management (operations, commercial and communications leads) will at times receive requests for interviews or speaking engagements from the media, trade bodies and local business groups. Such requests will be considered on a case-by-case basis and will require the approval of the respective terminal Managing Director (as appropriate), the HES Chief Executive Officer, the Chief Financial Officer and the HES Communications Manager, as appropriate.

4. CRISIS MANAGEMENT AND EMERGENCY RESPONSE PLAN

All terminals should ensure their respective Emergency Response Plan (ERP) incorporate immediate notice to the HES CEO or CFO, Assets, Operations & HSSE Director and Corporate Communications in event of a crisis.

5. EARLY WARNING ON HOT ISSUES

From time-to-time events may occur which do not require the instigation of a crisis team but do have reputational implications for the terminals and HES. Early warning should be given to the HES Chief Executive Officer, HES Chief Financial Officer and HES Communications Manager in relation to any significant event or issue that may potentially attract public attention or adverse commentary.

Such events would include:

- ▶ Major safety, security or environmental issues/events;
- ▶ Protest activity;
- ▶ Industrial relations activity;
- ▶ Operational issues significant enough to have an impact on performance;
- ▶ Heightened or aggressive customer complaints;
- ▶ Loss of major contracts / decision by any terminal to substantially change its operations; and
- ▶ Political or public campaigns involving the company.

6. GOVERNMENT AND REGULATOR COMMUNICATIONS/ RELATIONSHIPS

Communication with national governments (excluding local government dealings in the ordinary course of business) should be discussed with the HES Group Management, and core themes and approach agreed prior to progressing, to ensure messages and relationships are coordinated.

Similarly, communication with port authorities or vendors that is beyond the ordinary course of business should be discussed with the HES Group Management.

7. COMMUNICATION WITH INVESTORS AND ANALYSTS

Any investor or financial analyst enquiries in relation to HES, the individual terminals, GS or MAM should be referred to the HES Group Management.

8. SHAREHOLDER INFORMATION

Information regarding HES, GS and MAM (or Macquarie Group) and their activities should not be provided or commented upon. Any enquiry in relation to HES, the individual terminals, GS or MAM should be referred to the HES Communications Manager.

9. GROUP MARKETING/ COMMUNICATION MATERIALS

A range of communication materials are likely to be produced by the terminals and HES for various stakeholder groups, and require a coordinated approach to ensure messages are consistent and disclosure requirements are appropriately met. Terminals and the HES Communications Manager in conjunction with the HES Group Management as appropriate should ensure that any such materials that they produce are accurate and follow consistent messaging to other disclosures that may have been made by the company, where possible.

Such materials could include:

- ▶ HES websites;
- ▶ HES annual and interim reports;
- ▶ Capital raising documents for HES International B.V.;
- ▶ Refinance documents;
- ▶ Various one-off reports and presentations;
- ▶ External communication materials.

10. APPROVAL PROCESS

As stated in point one above, communication regarding day-to-day operational issues is the responsibility of the individual terminals and does not need to be discussed with or pre-approved HES Group Management. Point two above details the announcements that require prior approval from the HES Group Management.

Please note, press releases should be shared with the HES Communications Manager in advance of release. Approval will be required by close of play on the business day prior to issue.

APPENDIX 1

Contact details HES GROUP MANAGEMENT

HES CEO

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