Harwich International Port Limited

Section 172(1) statement for the financial year ended 31 December 2025

Section 172(1) of the Companies Act 2006 requires directors of a company to act in the way they consider, in good faith, would most likely promote the success of the company for the benefit of its members as a whole, and in doing so have regard, amongst other matters, to:

Section 172(1)(a) - the likely consequences of any decision in the long term

In reaching their principal decisions, the directors consider the long-term impacts of such decisions and look to ensure alignment with the HPUK Sustainability Strategy, including the target of achieving net-zero for scope 1 and 2 by 2035. This includes the decisions to purchase electric vehicles. Also considered are the need to develop increased resilience within the workforce and modernising supporting technologies and services;

Section 172(1)(b) - the interests of the company's employees

The directors appreciate that each employee contributes to the success of the company. The company has a Diversity & Inclusion Plan and delivers events and raises awareness across the four working groups of gender, LGBTQIA+, cultural diversity and wellbeing. During the year the company participated in the group BeWell programme. In addition, communications with employees included team briefings at Harwich aimed at providing employees with information and promoting engagement within the business;

Section 172(1)(c) - the need to foster the company's business relationships with suppliers, customers and others

The company's management work closely with its customers and will consider industry trends, market intelligence and customer needs. Port user meetings are held engaging with diverse port users and meetings are held with the principal customer as necessary. The company engages widely with suppliers both when tendering for goods and services, during the life cycle of contracts and in respect of general purchasing requirements of a range of materials and services. Additionally, the company engages with its local community and representatives of local councils;

Section 172(1)(d) - the impact of the company's operations on the community and the environment

The directors acknowledge the corporate social responsibilities of the company. The company pursues the objective of achieving net-zero for scope 1 and 2 by 2035, linking into the Hutchison Ports targets approved by the Science Based Targets initiative and its own Sustainability Strategy. The HPUK Sustainability Committee reviews and challenges the company's environmental and diversity KPIs including emissions, electricity consumption, air quality, and targets for gender balance, disability, ethnic minority and younger employees. During the year, the company increased its number of small electric vehicles of which over half are now electric;

Section 172(1)(e) - the desirability of the company maintaining a reputation for high standards of business conduct

The company promotes the highest moral and ethical standards in its business. Underpinning this is a strong system of governance and sound internal controls. The group's Code of Conduct (the "Code") is published to set standards and promotes honest and moral conduct including: the ethical handling of conflicts of interest; transparent disclosure; compliance with applicable laws, rules and codes; prompt reporting of any violations; and accountability for adherence to the Code. To supplement the Code, during the year the company also published a new HPUK Respect at Work Charter; and

Section 172(1)(f) - the need to act fairly as between members of the company

Whilst most companies within the group are wholly-owned subsidiaries the directors are conscious of the need to consider the interests of minority shareholders and joint venture partners.

In discharging their section 172(1) duties the directors have regard to the factors set out above. The directors also have regard to other factors which are considered relevant to the decision being made. Those factors, for example, will include the interests and views of relevant government departments and agencies, of representative bodies of local communities, and industry trade associations. The directors acknowledge that every decision will not necessarily result in a positive outcome for all stakeholders. By considering the company's purpose, vision and values together with its strategic priorities and having a process in place for decision-making, the directors aim to make sure that decisions are consistent, predictable and fair.

As is normal for a company within a large multinational group, authority is delegated for the day-to-day management of the company to executives, who in turn engage management in setting, approving and overseeing execution of the business strategy and related policies.