

EnQuest Heather Limited

Section 172 (1) statement

In governing the Company on behalf of its shareholders and discharging their duties under Section 172, the Directors have had regard to the factors set out in Section 172 (see below) and other factors which the Directors consider appropriate.

Section 172 factors

- a. The likely consequences of any decision in the long term.
- b. The interests of the Company's employees.
- c. The need to foster the Company's business relationships with suppliers, customers and others.
- d. The impact of the Company's operations on the community and the environment.
- e. The desirability of the Company maintaining a reputation for high standards of business conduct.
- f. The need to act fairly as between members of the Company.

As is normal for large companies, the Directors delegate authority for day-to-day management of the Company to the EnQuest Group's senior management (in particular, the Executive Committee and Leadership teams) in setting, approving and overseeing execution of the business strategy and related policies, including adherence to the Group's policy on business conduct. The Company has no direct employees, with such services provided by EnQuest Britain Limited, another of the EnQuest Group's companies. The Directors are kept informed of relevant developments relating to stakeholder groups such as EnQuest's people, communities, suppliers, partners, customers and host governments and regulators, as required by the EnQuest Group's Executive Directors and/or the appropriate senior management and external advisers through a variety of performance reports, presentations and ad hoc correspondence (see Stakeholder Engagement on page 8 of the Directors' Report). When appropriate, the Directors may advise further engagement is required, which could potentially be direct engagement by the relevant Director, and/or request 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 Company. The Directors consider the Company's activities and make decisions at Board meetings, which are held as and when required.

During the year, the Directors continued to monitor progress against the Company's strategy as highlighted in the principal activities section of the strategic report of the Company, and decisions made by the Directors were in respect of operational matters.