



Sikring- en integrert del av virksomhetsstyringen

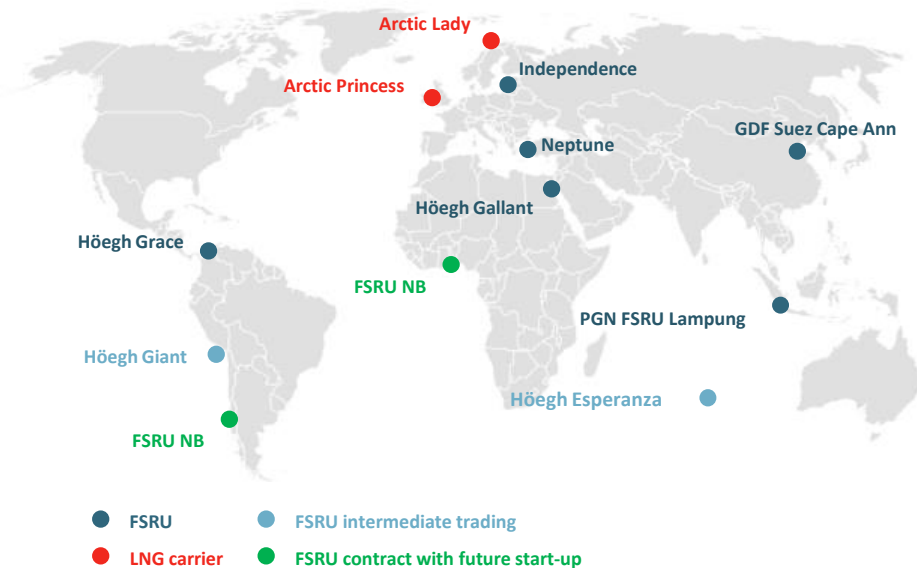
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Agenda

- Höegh LNG – setting the context
- Establishing security management system
 - Utilising existing processes
- Security risk management
- Indicators and risk communication
- Lessons learned (identified)

HLNG at a glance



7 FSRUs in operation
3 FSRUs under construction



2 LNGCs in operation

10 years

Avg. remaining contract length

USD 3.6 bn

Revenue backlog



HLNG / HLNG02 / HLNG03



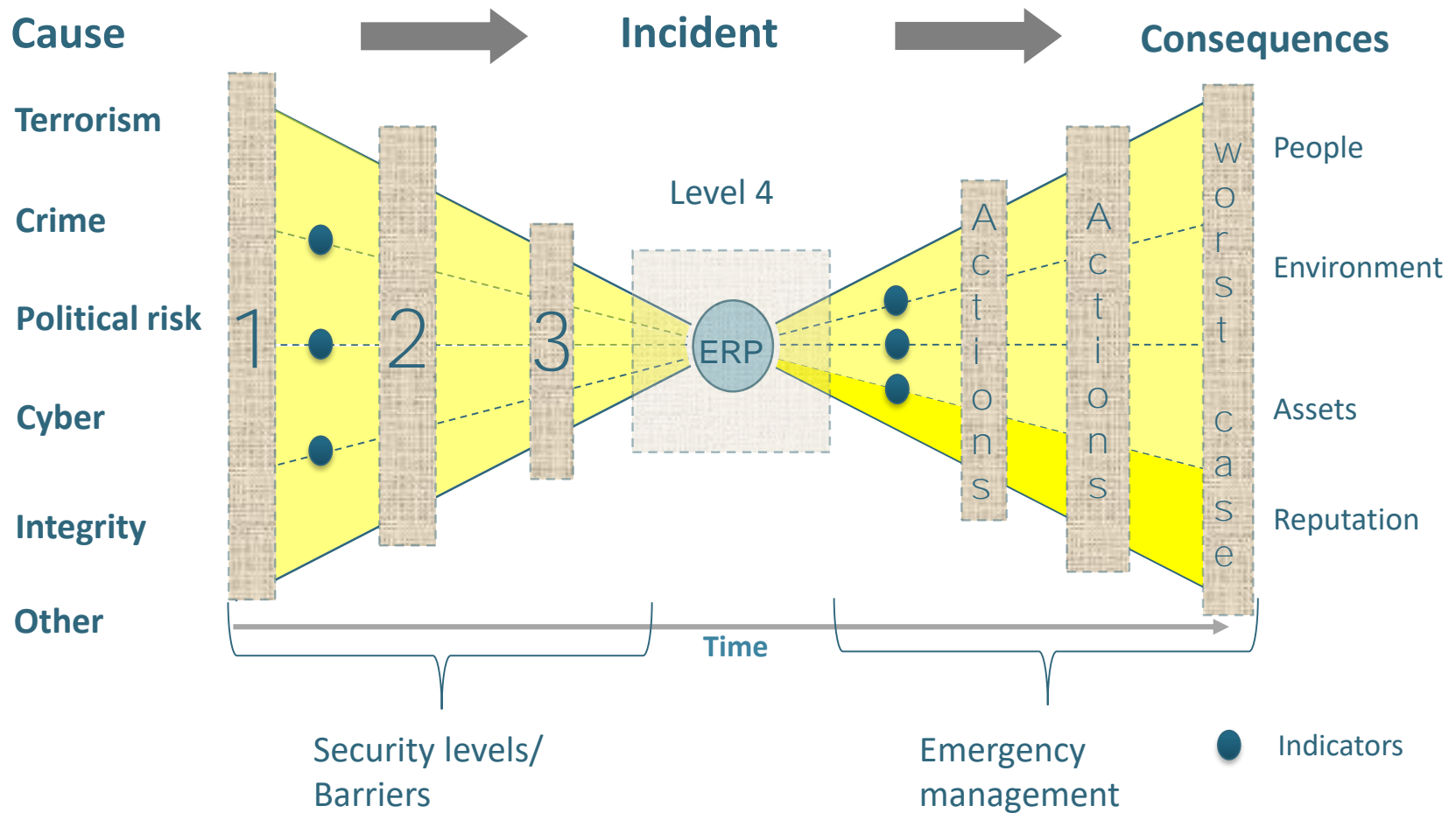
HMLP / HMLP-A

Security management – our approach

- Integrated in existing management system
- Utilises established and known approaches, structures and processes
- Requires some specific tools to address security risk
- Involves the employees and becomes part of the day to day work
- Developed based on competence and experience from security as well as management systems, risk management and HSE&Q



Holistic approach to security/ Emergency management



Security Risk Management

Establish context

Security risk assessment

Security
risk
treatment

Monitoring
and review

Define scope
and
limitations

Asset
assessment

Threat
assessment

Security risk
identification
(HAZID)

Security risk
analysis

Security risk
evaluation
Define
security level

Predefined
measures
matrix
Additional
measures

Monitoring,
KPI's, audits,
updates,
revisions



- Define scope and limitations
 - Responsibilities
 - Legal considerations
 - Location
 - Interfaces
 - Critical dependencies

Asset criticality: Company vs client perspective



Asset categories must align with risk management consequence

Threat assessment - forecast



Global threat
assessment

Regional threat
assessment

Local threat
assessment

Höegh LNG remains likely to have limited direct security exposure to key global trends. Höegh LNG is likely to be increasingly exposed to geopolitical confrontation in some jurisdictions.

Terrorism will continue to pose an indirect, ambient security threat.

Social unrest driven by ethno-nationalism, sectarianism and socio-economic grievances will continue to affect the political and security landscape across Höegh LNG's countries of operations

Regional tensions will remain elevated in parts of Asia-Pacific (particularly the Korean peninsula, South China Sea and East China Sea), as well as across the Middle East.

Cyber threat actors have a global reach, and operate across most of Höegh LNG's current countries of operation

Current local threat assessment - example

						Americas Chile	Americas Chile	Americas Chile	Americas Colombia	Americas Colombia	Americas Colombia
Threat	Threat source	ID	Threat	Target	Method	Intent	Capability	Threat	Intent	Capability	Threat
Terrorism	Transnational terrorist group	T1	Indirect transnational terrorist attack	Public space/ city centre	VBIED or suicide VBIED (500-2,000kg TNT equivalent)	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T2	Indirect transnational terrorist attack	Public space/ city centre	IED or firearm enabled attack	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T3	Indirect transnational terrorist attack	Hotel, residential area, or tourism site	IED or firearm enabled attack	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T4	Indirect transnational terrorist attack	Port infrastructure	IED or firearm enabled attack	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T5	Indirect transnational terrorist attack	Aviation infrastructure	Stand-off missile, rocket or firearm attack	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T6	Direct transnational terrorist attack	Offshore vessel	Waterborne VBIED or stand-off missile attack	2	2	2	2	1	1
Terrorism	Transnational terrorist group	T7	Direct transnational terrorist attack	Offshore vessel	Hijacking or kidnapping	2	2	2	2	1	1
Terrorism	Domestic terrorist group	T8	Indirect domestic terrorist attack	Public space/ city centre	Firearm, knife, or other non-blast attack	2	2	2	3	4	4
Terrorism	Domestic terrorist group	T9	Indirect domestic terrorist attack	Public space/ city centre	IED or suicide IED attack	2	3	3	4	4	4
Terrorism	Domestic terrorist group	T10	Indirect domestic terrorist attack	Government or security service assets/personnel	Firearm, knife, or other non-blast attack	2	3	3	4	4	4
Terrorism	Domestic terrorist group	T11	Indirect domestic terrorist attack	Government or security service assets/personnel	IED or suicide IED attack	2	3	3	3	4	4
Terrorism	Homegrown/ lone wolf terrorism	T12	Homegrown/lone wolf terrorist attack	Public space/ city centre	Knife, vehicle ramming, or other improvised attack	2	2	2	2	2	2
Terrorism	Homegrown/ lone wolf terrorism	T13	Homegrown/lone wolf terrorist attack	Public space/ city centre	IED or firearm enabled attack	2	2	2	2	3	3

Analyse risk

No.	Event	Risk		
		Consequence	Likelihood	Risk level
1	Terrorism	Medium		
1.1	Suicide bomber	H	L	M
1.1.1	Attack on convoy	M	M	M
2	Cyber	High		
2.1	Theft of information	H	M	H
2.1.1	Break and entry HQ	M	M	M

Very high					
High					
Medium					
Low					
Very low					
Consequence	Very low	Low	Medium	High	Very high

Security risk treatment – predefined measures

	Security Level ONE	Security Level TWO	Security Level THREE	Security Level FOUR
Terrorism	1,2,3,4,5,6,7,8,9,10,11,12,13,14,63,64,65,90,91,92,101,102	15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30,31,32,33,34,35,36,66,67,68,95,96	37,38,39,40,41,42,43,44,45,46,47,48,49,50,51,52,69,97,98,99	53,54,55,56,58,59,60,61,62,100,103
Cyber	1,2,3,4,5,6,7,8,9,63,64,65,70,71,72,73,74,75,76,77,78,91,101,102	15,16,18,19,21,25,27,79,80,81,82,83,	37,39,40,43,44,45,47,84,85,86,87,88,89	53,54,103
Crime	1,2,3,4,5,6,7,8,9,63,64,65,91,92,93,94,101,102	15,16,17,18,19,20,21,25,27,34,66,67,95,96	37,39,40,41,42,43,44,45,52,69,97,98,99	53,54,100,103
Political risk	1,2,3,4,5,6,7,8,9,10,90,101,102	15,16,17,20,26,28,35,36,66,67,68,95,96	37,38,39,40,41,42,43,44,45,46,48,52,69,77,89,97,98,99	53,54,55,59,61,62,100,103

For each identified security level and category predefined actions as well as any additional actions considered necessary, constitutes the action plan.



Monitoring and review

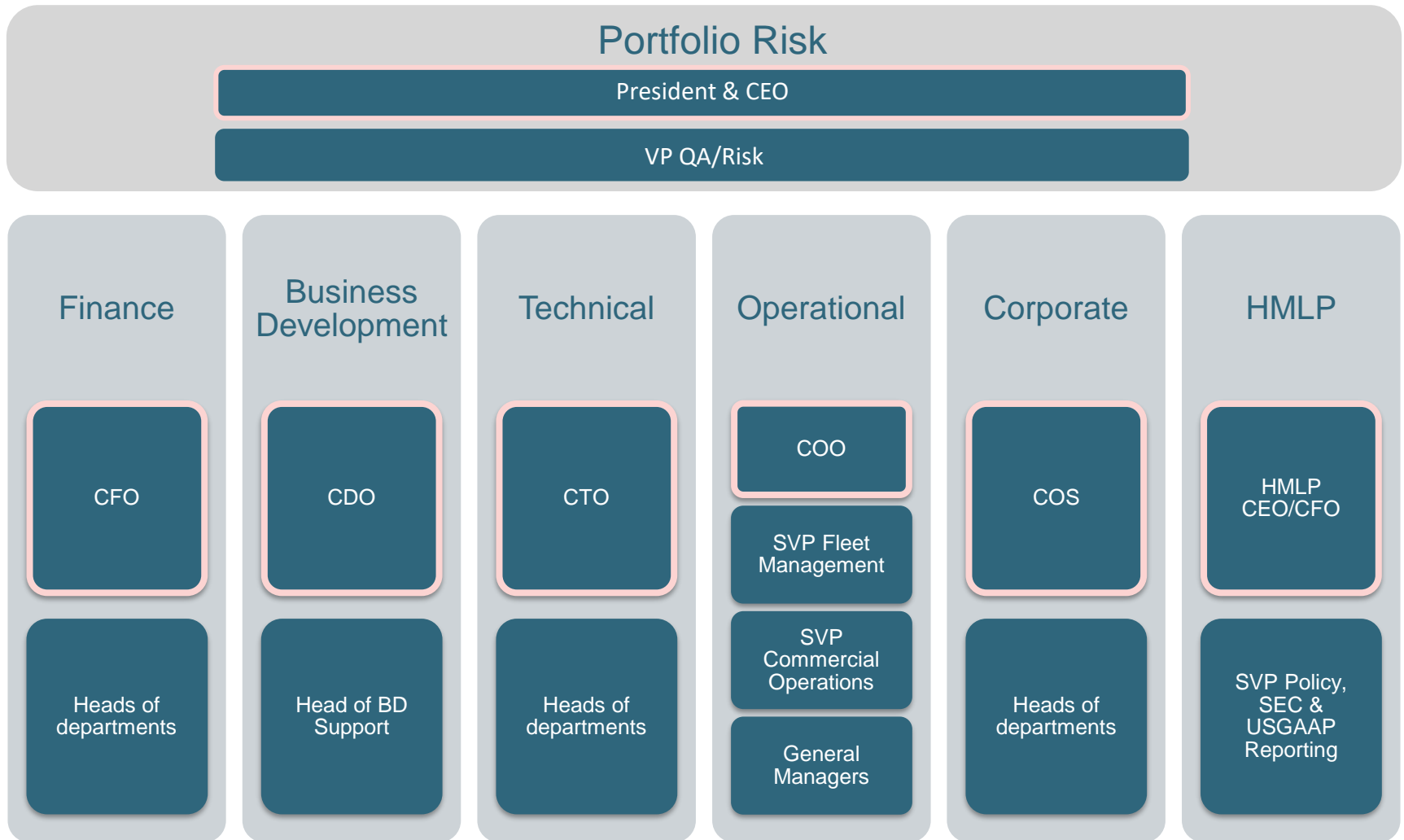
- Monitoring relevant indicators
 - Changed context
 - Revisions
 - Reporting
 - Audits (internal and suppliers)
- Integrated in enterprise monitoring and review



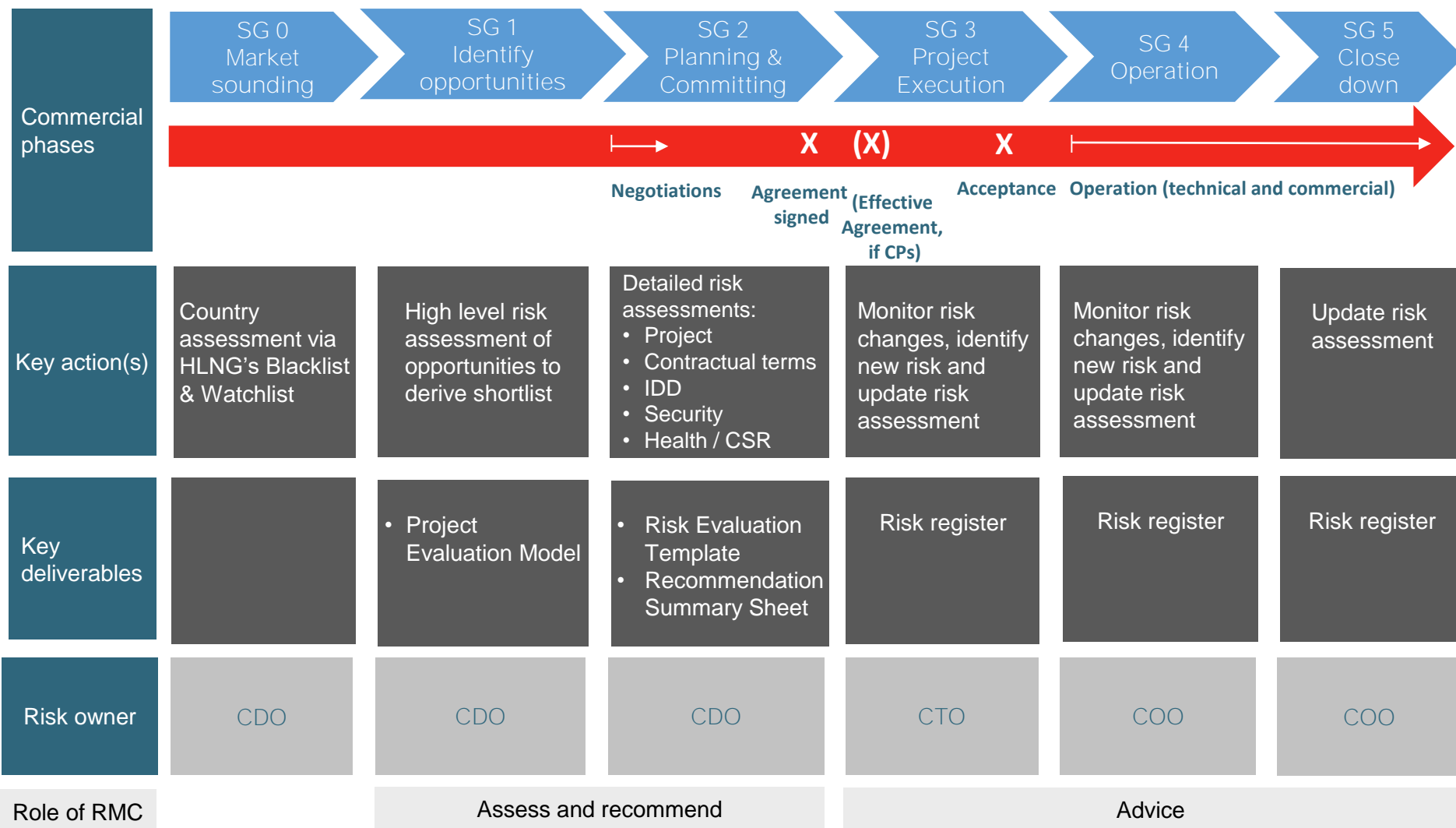
Enterprise Risk Management (ERM) in HLNG



Risk Owners and Risk Managers in HLNG



HLNG Value chain and risk management process flow



SG 0 – Market Sounding

Country risk assessment model exmple on indicators

- **Blacklist:** Satisfies «Full evacuation» and/or all of the other criteria
- **Watchlist:** Satisfies all the below risk acceptance criteria

Risk	Index	Provider	Updated	Blacklist	Watchlist
Corruption	Corruption Perception Index	Transparency International	Annually (Jan/Feb)	≤ x	≤ x
	Control of Corruption	World Bank	Annually (Sept)	Bottom x%	Bottom x%
Security	Political Stability, Absence of Violence/Terrorism	World Bank	Annually (Sept)	Bottom x%	Bottom xx%
	Fragile State Index	The Fund for Peace	Annually (May/June)	Bottom xx	Bottom xx
	Security Advice	Control Risk	Continously	xxxxx	xxxxx
Sanctions	OFAC (US) sanctions program	OFAC	Continously	Individual review	Individual review
	UN sanctions program	UN Security Council	Continously	Individual review	Individual review
	EU restrictive measures	EU Council	Continously	Individual review	Individual review

Lessons learned / identified

- Change management
- 3-5 year perspective
- Risk communication – common terminology
- Involvement of risk owner

