

AMENDED AND RESTATED SERVICES AND FACILITIES AGREEMENT  
Updated for All Spire Inc. Subsidiaries  
June 7, 2024

THIS AMENDED AND RESTATED SERVICES AND FACILITIES AGREEMENT (this “Agreement”) is made and entered among Spire Inc. and each of the affiliated entities identified on Exhibit A hereto (collectively “the Parties”), as such Exhibit A may be amended from time to time in accordance with the provisions of this Agreement.

WITNESSETH;

WHEREAS, the Parties are related by virtue of common ownership, directly or indirectly, of their equity securities by Spire Inc.; and

WHEREAS, the Parties believe that the central management of certain services and the provisions to each other of certain services and facilities are or may be efficient and cost effective, and the Parties desire to make provision for these and other transactions as between Spire Missouri Inc. and another Spire Inc. Entity or Entities;

WHEREAS, this Agreement was originally executed on August 8, 2003, and has been amended and restated from time to time, and is now being amended and restated in connection with the approval of a new CAM (as defined below) by the Commission as of April 10, 2024, and to reflect the addition and deletion of several Spire Inc. Entities;

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants contained herein, the Parties hereby agree as follows:

ARTICLE I

Definitions and Interpretation

Section 1.1. *Definitions.* As used in this Agreement, the following terms shall have the respective meanings set forth below unless the context otherwise requires:

“*Commission*” means the Missouri Public Service Commission.

“*Cost Allocation Manual*” or “*CAM*” means the then effective version of the Spire Missouri Allocation Manual.

“*Party*” means each, and “*Parties*” means all, of the entities who are from time to time a party to this Agreement.

“*Provider*” means a Party who has been requested to, and who is able and willing to, furnish facilities, provide services or have other transactions with a Requestor under the terms of this Agreement.

“*Requestor*” means a Party who desires to use facilities, receive services or have other transactions with a Party and has requested another Party to furnish such facilities,

provide such services or transactions.

“*Spire Entity*” means Spire Inc. and any of the entities identified on Exhibit A.

“*Spire Missouri*” means Spire Missouri Inc.

Section 1.2. Purpose and intent; Interpretation. (a) The purposes and intent of this Agreement are to set forth procedures and policies to govern (i) transactions between a Spire Inc. Entity and Spire Missouri, whether such transactions occur directly or indirectly as the end result of a series of related transactions and (ii) the allocation of certain joint service costs. It is not intended to govern transactions between Spire Inc. Entities that do not involve Spire Missouri, although such entities may elect to apply the provisions of this Agreement to transactions among themselves. This Agreement shall be interpreted in accordance with such purposes and intent.

(b) The headings of Articles and Sections contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement.

## ARTICLE II

### Use of Facilities and Services

Section 2.1. Facilities. Upon the terms and subject to the conditions of this Agreement, a Requestor may request a Provider or Providers to make available or provide facilities and equipment as described in the CAM. A Provider shall have no obligation to provide any facilities to the extent that such item or items are not available (either because such Provider does not possess the item or the item is otherwise being used); and it is understood that a Provider has sole discretion in scheduling the use by a Requestor of facilities, equipment or capabilities so as to avoid interference with such Provider's operations.

Section 2.2. Services. Upon the terms and subject to the conditions of this Agreement, a Requestor may request a Provider or Providers to provide services as described in the CAM. A Provider shall have no obligation to provide any service to the extent that it is not capable of providing such service (either because such Provider does not have personnel capable of providing the requested service or the service is otherwise being used); and it is understood that a Provider has sole discretion in scheduling the use by a Requestor of services so as to avoid interference with such Provider's operations. A current list of available services is set forth on Exhibit B.

Section 2.3. Joint Purchasing. A Party may also request that another Party or Parties enter into arrangements to effect the joint purchase of goods or services from third Parties. Spire Missouri will only participate in such arrangements if its fully distributed cost for such goods or services is not thereby increased.

Section 2.4. Cash Management. The Parties may enter into one or more arrangements providing for the central collection, management, investment and disbursement of cash by a Party. If such an arrangement is established, then such procedures as are set forth in the CAM will apply.

Section 2.5. *Agreements, Etc.* A Party may evidence their agreement with respect to the

availability, provision or use of the facilities, services and activities by entering into an agreement, lease, license or other written memorandum or evidence consistent with the terms of this Agreement.

### ARTICLE III

#### Charges; Payment

Section 3.1. *Charges.* Charges for the use of facilities, equipment, capabilities or services provided to or by Spire Missouri shall be determined as set forth in the CAM.

Section 3.2. *Accounting.* Each Party shall maintain adequate books and records with respect to the transactions subject to this Agreement and shall be responsible for maintaining internal controls where applicable to ensure the costs associated with such transactions are properly and consistently determined and billed in accordance with the terms and provisions of this Agreement and the CAM.

Section 3.3. *Payment.* Payment for the facilities, services and other activities shall be on a monthly basis and shall be made in accordance with the procedures set forth in the CAM. Payment may be made by way of accounting entry; cash settlement of payments is not required.

### ARTICLE IV

#### Cost Apportionment Methodology

The cost allocation and pricing principles and methods specified in the then effective CAM shall be used to price and allocate costs relating to services provided to or by Spire Missouri under this Agreement.

### ARTICLE V

#### Limitations of Liability

Section 5.1. *No Warranties for Facilities or Services.* Each Party acknowledges and agrees that any facilities, equipment or capabilities made available, and any services provided, by a Provider to a Requestor hereunder, are so made available or provided WITHOUT ANY WARRANTY (WHETHER EXPRESS, IMPLIED OR STATUTORY AND NOTWITHSTANDING ANY ORAL OR WRITTEN STATEMENT BY A PARTY'S EMPLOYEES, REPRESENTATIVES OR AGENTS TO THE CONTRARY) WHATSOEVER. ALL SUCH WARRANTIES (INCLUDING, WITHOUT LIMITATION, THE WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE) ARE HEREBY DISCLAIMED AND EXCLUDED.

Section 5.2. *No Partnership.* The Parties acknowledge and agree that this Agreement does not create a partnership between, or a joint venture of, a Party and any other Party. Each Party is an independent contractor, and nothing contained in this Agreement shall be construed to constitute any Party as the agent of any other Party except as expressly set forth in Sections 2.3 and 2.4.

Section 5.3. *No Third-Party Beneficiaries.* This Agreement is intended for the exclusive benefit of the Parties hereto and is not intended, and shall not be deemed or construed, to create any rights in, or responsibilities or obligations to, third parties.

## ARTICLE VI

### Term

Section 6.1. *Term.* This Agreement will be effective on the date provided herein and shall continue indefinitely, unless terminated as provided in Section 6.2.

Section 6.2. *Termination.* Any Party may terminate this Agreement as to it by providing at least 30 days prior written notice to the other Parties of the effective date of such termination. Any such termination shall not affect the terminating Party's accrued rights and obligations under this Agreement arising prior to the effective date of termination or its obligations under Section 8.4. In all events, if an entity is no longer an affiliate of Spire Inc. or Spire Services, then this Agreement shall terminate as to that entity.

## ARTICLE VII

### Confidential Information

Each Party shall treat in confidence all information which it shall have obtained regarding the other Parties and their respective businesses during the course of the performance of this Agreement. Such information shall not be communicated to any person other than the Parties to this Agreement, except to the extent disclosure of such information is required by a governmental authority. If a Party is required to disclose confidential information to a governmental authority, such Party shall take reasonable steps to make such disclosure confidential under the rules of such governmental authority. Information provided hereunder shall remain the sole property of the Party providing such information. The obligation of a Party to treat such information in confidence shall not apply to any information which (i) is or becomes available to such Party from a source other than the Party providing such information, or (ii) is or becomes available to the public other than as a result of disclosure by such Party or its agents. Utility customer information shall be treated according to Commission Rules for utility and nonutility related services.

## ARTICLE VIII

### Miscellaneous

Section 8.1. *Entire Agreement, Amendments.* Upon its effectiveness as provided in Section 6.1, this Agreement shall constitute the sole and entire agreement among the Parties with respect to the specific subject matter hereof and shall, with respect to such subject matter, supersede all previous agreements, proposals, oral or written, negotiations, representations, commitments and all other communications between some or all of the Parties. Except as provided in Section 8.2 with respect to new Parties and except as Spire Inc. may amend Exhibit A to this Agreement to delete any terminated Party, this Agreement shall not be amended, modified or supplemented

except by a written instrument signed by an authorized representative of each of the Parties hereto.

Section 8.2. *New Parties.* Any other entity which is or may become an affiliate of Spire Inc. or any of the other Parties to this Agreement may become a party to this Agreement by executing an agreement adopting all of the terms and conditions of this Agreement. Such agreement must be signed by Spire Inc. in order to become effective, but need not be signed by any other Party to this Agreement. Upon such execution by Spire Inc. such entity shall be deemed to be a Party and shall be included within the definition of "Party" for all purposes hereof, and Exhibit A shall be amended to add such entity.

Section 8.3. *Assignment.* This Agreement may not be assigned by any party without the prior written consent of Spire Inc.

Section 8.4. *Access to Records.* During the term of this Agreement and for any period thereafter required by law, Spire Missouri shall maintain and provide, in accordance with the terms of the Stipulation and Agreement approved in GM-2001-342, reasonable access to any and all books, documents, papers and records of Spire Missouri which pertain to services and facilities provided to or received by Spire Missouri.

Section 8.5. *Partial Invalidity.* Wherever possible, each provision hereof shall be interpreted in such manner as to be effective and valid under applicable law, but in case any one or more of the provisions contained herein shall, for any reason, be held to be invalid, illegal or unenforceable in any respect, such provision shall be ineffective to the extent, but only to the extent, of such invalidity, illegality or unenforceability without invalidating the remainder of such invalid, illegal or unenforceable provision or provisions or any other provisions hereof, unless such a construction would be unreasonable.

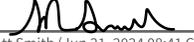
Section 8.6. *Waiver.* Failure by any Party to insist upon strict performance of any term or condition herein shall not be deemed a waiver of any rights or remedies that such Party may have against any other Party nor in any way to affect the validity of this Agreement or any part hereof or the right of such Party thereafter to enforce each and every such provision. No waiver of any breach of this Agreement shall be held to constitute a waiver of any other or subsequent breach.

Section 8.7. *Governing Law.* This Agreement shall be governed by, construed and interpreted pursuant to, the laws of the State of Missouri.

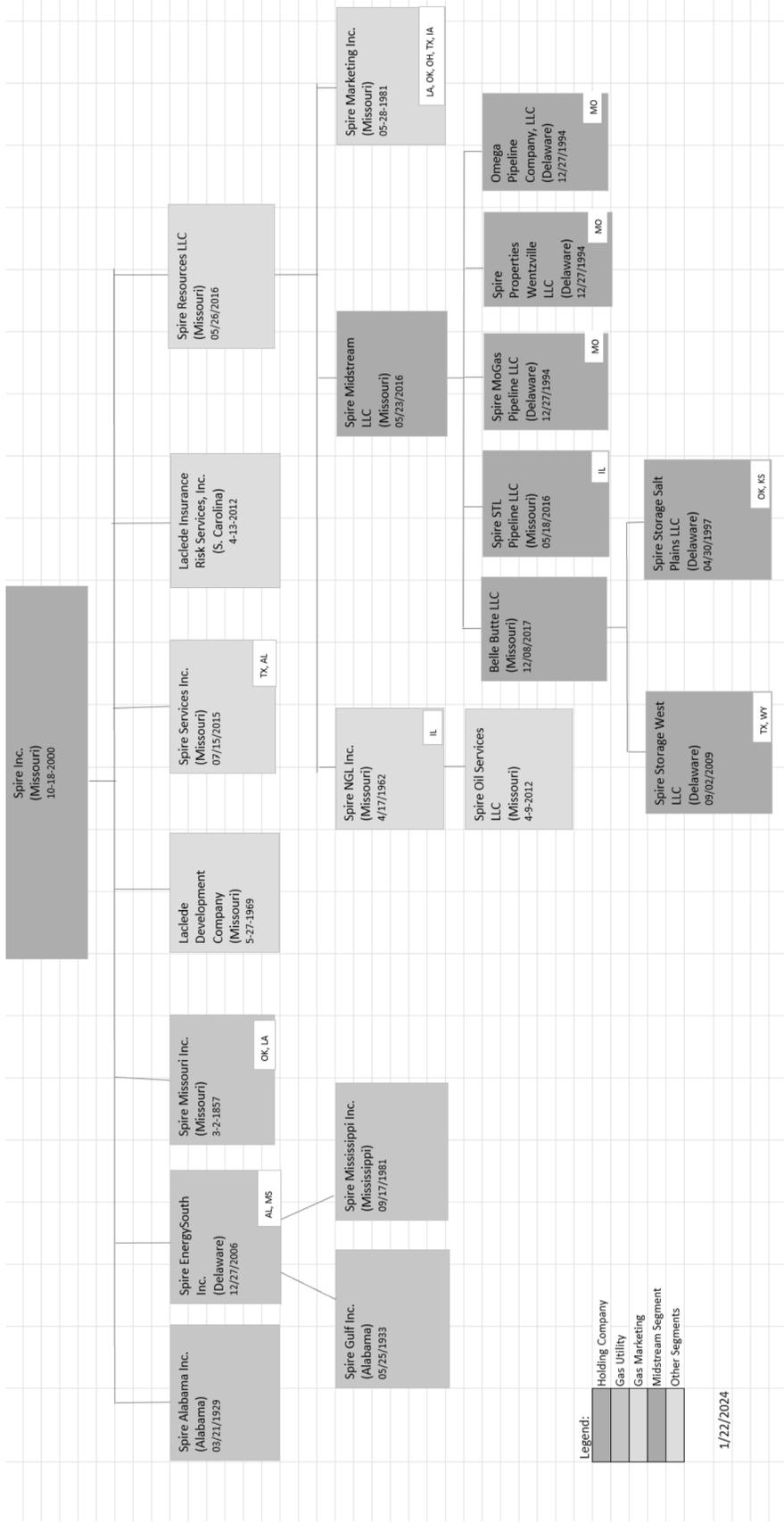
[TWO SIGNATURE PAGES FOLLOWS]

IN WITNESS WHEREOF, the Parties have each caused this Agreement to be executed by a duly authorized representative on June 1, 2024 or otherwise joined in this Agreement by executing an agreement to adopt its terms and conditions.

<p>SPIRE INC.</p> <p>By: <u><i>Steven L. Lindsey</i></u>  <small>Steven L. Lindsey (Jun 13, 2024 15:11 CDT)</small></p> <p>Name: Steven L. Lindsey  Title: President and CEO</p>	<p>SPIRE MISSOURI INC.</p> <p>By: <u><i>Stephen M. Mills</i></u>  <small>Stephen M. Mills (Jun 13, 2024 15:14 CDT)</small></p> <p>Name: Stephen M. Mills  Title: President</p>
<p>SPIRE ENERGYSOUTH INC.</p> <p>By: <u><i>Joseph Hampton</i></u>  <small>Joseph Hampton (Jun 13, 2024 19:30 CDT)</small></p> <p>Name: Joseph B. Hampton  Title: President</p>	<p>SPIRE ALABAMA INC.</p> <p>By: <u><i>Joseph Hampton</i></u>  <small>Joseph Hampton (Jun 13, 2024 19:30 CDT)</small></p> <p>Name: Joseph B. Hampton  Title: President</p>
<p>SPIRE GULF INC.</p> <p>By: <u><i>Joseph Hampton</i></u>  <small>Joseph Hampton (Jun 13, 2024 19:30 CDT)</small></p> <p>Name: Joseph B. Hampton  Title: President</p>	<p>SPIRE MISSISSIPPI INC.</p> <p>By: <u><i>Joseph Hampton</i></u>  <small>Joseph Hampton (Jun 13, 2024 19:30 CDT)</small></p> <p>Name: Joseph B. Hampton  Title: President</p>
<p>LACLEDE DEVELOPMENT COMPANY</p> <p>By: <u><i>Steven P Rasche</i></u>  <small>Steven P Rasche (Jun 14, 2024 07:37 CDT)</small></p> <p>Name: Steven P. Rasche  Title: President</p>	<p>LACLEDE INSURANCE RISK SERVICES, INC.</p> <p>By: <u><i>C. Eric Lobser</i></u>  <small>C. Eric Lobser (Jun 17, 2024 07:30 CDT)</small></p> <p>Name: C. Eric Lobser  Title: President</p>
<p>SPIRE RESOURCES LLC</p> <p>By: <u><i>Michael C. Geiselhart</i></u>  <small>Michael C. Geiselhart (Jun 20, 2024 17:48 CDT)</small></p> <p>Name: Michael C. Geiselhart  Title: President</p>	<p>SPIRE MARKETING INC.</p> <p>By: <u><i>Patrick J. Strange</i></u>  <small>Patrick J. Strange (Jun 21, 2024 06:27 CDT)</small></p> <p>Name: Patrick J. Strange  Title: President</p>
<p>SPIRE NGL INC.</p> <p>By: <u><i>Michael C. Geiselhart</i></u>  <small>Michael C. Geiselhart (Jun 20, 2024 17:48 CDT)</small></p> <p>Name: Michael C. Geiselhart  Title: President</p>	<p>SPIRE OIL SERVICES LLC</p> <p>By: <u><i>Michael C. Geiselhart</i></u>  <small>Michael C. Geiselhart (Jun 20, 2024 17:48 CDT)</small></p> <p>Name: Michael C. Geiselhart  Title: President</p>

<p>SPIRE MIDSTREAM LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>	<p>SPIRE STL PIPELINE LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>
<p>BELLE BUTTE LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>	<p>SPIRE STORAGE WEST LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>
<p>SPIRE SERVICES INC.</p> <p>By: <u>Steven P Rasche</u>  <small>Steven P Rasche (Jun 14, 2024 07:37 CDT)</small></p> <hr/> <p>Name: Steven P. Rasche  Title: President</p>	<p>SPIRE STORAGE SALT PLAINS LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>
<p>SPIRE MOGAS PIPELINE LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>	<p>OMEGA PIPELINE COMPANY, LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>
<p>SPIRE PROPERTIES WENTZVILLE LLC</p> <p>By:   <small>Scott Smith (Jun 21, 2024 08:41 CDT)</small></p> <hr/> <p>Name: Scott R. Smith  Title: President</p>	

# Exhibit A



**LIST AND DESCRIPTION OF ALL SPIRE FUNCTIONS THAT PROVIDE SUPPORT TO REGULATED AND NONREGULATED AFFILIATES AND THE HOLDING COMPANY****Business & Economic Development  
Customers  
Spire utilities****Core Services**

- Economic Development works with economic development organizations (EDOs) and public officials to draw new businesses into all Spire utility geographies.
- Business Development:
  - Works with builders, developers, architects, and engineers to contract for natural gas service to newly constructed buildings;
  - Works with existing homeowners and businesses to provide natural gas service where requested;
  - Provides continual data support that measures business and economic development functions;
    - Manages company-wide standard reporting of customers, new premise activations, conversions, and renewals. Disaggregates reports to provide geographic and seasonal trending.
    - Develops ad-hoc reporting that identifies future areas of growth. Develops plans for extending Spire facilities to those areas.
    - Manages Business and Economic Development core systems (e.g. Salesforce) and develops reporting to assist management in performance.
    - Develops forecasts for net customers and new premise activations across all Spire utilities to provide guidance on financial and operational planning.
  - Provides continual targeted engineering and technological support directly to customers to enhance their understanding of NG applications and expand use.
    - Develops customized solutions for end-use customers that optimize their use and application of natural gas technologies. Support includes engineering analysis, technology recommendations, and operating costs analysis.
    - Identifies and evaluates new gas technologies for commercialization in utility geographies. Support includes engineering analysis, codes and standards, and cost structure.

**Business Support**

Customers  
Spire Inc. and all its subsidiaries

Core Services

- Advance the businesses and improve every day work life experiences through the creation of meaningful and innovative solutions
  - Serve as the liaison between the business and ITS to improve operational performance
    - Business process standardization
    - System Changes
    - Reports/Metrics/Dashboards
    - Change Management/Training
  - Work with ITS in the daily system administration and updating of various software applications
  - Support ITS in scheduled system update releases and upgrades
  - Act as project leads on special EAM related project implementations
  - Support system / processes implementation (OSF, Spire One, etc.)
  - Provide financial analysis support through various financial and analytical efforts including business cases, financial modeling, and regulatory support (ISRS filings, data requests, etc.)

Claims

Customers

Spire Inc. and all its subsidiaries

Core Services

- Claims
  - Investigate and document claims and adjust claims made against Spire and its subsidiaries and file for recovery from our insurance carriers when cost retention levels are exceeded and pursue subrogation as appropriate.
  - Perform timely and thorough investigations on behalf of Legal to assess possible liability and determine expected costs as part of pre-litigation and settlement activities related to claims, either of or by the Company, often times in conjunction with Legal, Operations and/or Security. Claims typically relate to vehicle accidents, property damage, damages to Spire facilities and other utilities and third-party personal injury, in addition to other claims.
  - Work with claimants to reach as reasonable and timely outcome as possible and facilitate both parties to resuming their normal lives as soon as practical, and work with the business to obtain insurance and subrogation recovery of damages caused by third parties. Support Legal with timely and complete pre-litigation investigation and documentation of claims. Progress to a more comprehensive, modern database with robust analytical tools for all claims, against or by the Company,

to help identify proactive improvements in operations and mitigate future claims – in both frequency and amount.

## Communications and Marketing

### Customers

Spire Inc. and all its subsidiaries

### Core Services

- Communications Operations
  - Supports the entire Spire enterprise by serving as project lead for the company’s corporate social responsibility (CSR) reporting efforts and leading the advanced public affairs strategy, as well as planning and coordination of corporate events.
  - Key internal partnerships are Executive, Legal, Supply Chain, Spire Foundation, CSR Council
- Creative Services
  - Supports corporate and business unit initiatives pertaining to brand strategy and standards
  - Upholds Spire’s brand standards, including the ongoing maintenance, application and continuous refinement of said standards. Creative Services is accountable for logos, voice and messaging, design, production, photography, videography, branded apparel, uniforms and merchandise, stationery, print collateral, signage, templates and fleet graphics. This vertical also provides review of PowerPoint presentations on a case by case basis.
  - Key internal partnerships are Executive, Investor Relations, Finance and the Shared Services functions
- Integrated Communications and Marketing
  - Customer Communications and Marketing
    - Develops communication strategies aligned with corporate and business unit initiatives focused on business growth and customer retention, the brand experience and customer communications
    - Develops and implements strategic, integrated communication plans to support growth and retention initiatives for all Spire businesses; collaborates with subject matter experts across the communications team to devise, implement and measure communication tactics
    - Influences and strengthens the brand experience for customers through communications, customer-facing technology and processes that improve customer service and field operations
    - Develops strategy and coordinates customer communications, including social media, the corporate website. Provides messaging and communication strategy to support and enhance the customer online account portal, in collaboration with the Customer Experience team.
  - Key internal partnerships are Business and Economic Development, Customer Experience, Field Operations, Regulatory, Legal, Spire Storage and Spire Marketing

- Integrated Corporate Communications
  - Employee Communications
    - Supports corporate and business unit initiatives pertaining to active and retired employees
    - Drives strategy for and implementation of internal communications, in collaboration with associated departments. Works with the CSR Council to administer the company's community citizenship quadrant ("Spire Serves") of its overall corporate social responsibility program and supports the coordination of employee events with strategy and communications. Collaborates with Spire One team to communicate project updates and milestones. Employee communications is also responsible for the following channels: inSpire (desktop and mobile app), The Source, Spire TV, Bulletin Board fliers and posters, Communications Captains, leadership letters and emails
    - Key internal partnerships are Human Resources, Real Estate and Facilities, Field Operations, Safety and Security, CSR Council
  - Public Communications
    - Supports corporate and business unit initiatives pertaining to the media, legislative endeavors, the regulatory community, analysts, shareholders, various stakeholders and other external stakeholders
    - Leads communication efforts for issue and crisis management for the company Collaborates to develop strategy for, and coordination of, media relations, public relations, issues management; regulatory and external affairs communications; investor communications; pipeline and safety communications
    - Provides strategic development of thought leadership communications and reputation management and enhancement initiatives
    - Key internal partnerships are Regulatory & External Affairs, Corporate Development, Operations Services, Investor Relations and Spire STL Pipeline
  - Research
    - Supports corporate and business unit initiatives pertaining to all methods of research, including employee, industry, customer initiatives
    - Works with all Spire businesses to develop and apply research methodologies to collect and analyze data with a goal of improving operations and customer service
    - Partners with other analytics subject matter experts to support data driven decision-making for the team and for the company
    - Key internal partnerships are Business and Economic Development, Human Resources, Customer Experience, Field Operations

## Corporate Development

### Customers

#### Spire Inc. and all its subsidiaries

### Core Services

- Supports evaluation of significant investment decisions and assists with the execution of strategic initiatives
- Recommendations and presentations for potential acquisitions, investments, and other strategic initiatives, including new regulated and non-regulated businesses to Spire's Leadership Council and Board of Directors.
- Assessment of strategic strengths, weaknesses, opportunities, and risks; creation of business cases and valuation models; performance of due diligence and coordination with outside advisors to evaluate potential business opportunities.
- Long term planning for the optimization of capital structure at regulated utilities and for the consolidated company; support for credit rating agency presentations and financing activities (both debt and equity).
- Analysis of key value drivers, market trends and peer performance for strategic planning process

## Corporate Secretary and Governance

### Customers

#### Spire Inc. and all its subsidiaries

### Core Services

- Provides the governance support for all subsidiaries, including policy and procedure administration and will support the board of directors, members or managers, as applicable, of each entity.

## Crisis Management

### Customers

#### Spire Inc. and all its subsidiaries

### Core Services

- Coordinates company response to any major emergency, accident, or incident that has threatened, or may threaten, the security, confidentiality, integrity or general operations of the Spire enterprise. All potential crises will be brought to Crisis Management's attention for awareness and to evaluate whether a greater response needs to be initiated. Crisis Management will work with all areas of the business to ensure preparedness, awareness and mitigation of potential risks that could lead to incident. Crisis

Management will maintain the company-wide Crisis Management Plan (CMP), which outlines the structure, procedures and teams that respond to crises. Crisis Management will lend expertise in creating awareness and assisting departments in developing business continuity plans and evaluate completeness in Spire's overall business continuity profile

## Customer Experience

### Customers

#### Spire Inc. and its subsidiaries

### Core Services

- Connect Center – Primary Internal Customers: Field Operations and Meter to Cash
  - Responsible for:
    - Receiving all inbound customer contacts, addressing questions and inquiries from customers for each region
    - Scheduling customer requested appointments for Field Operations to complete
    - Providing all other services traditionally provided by a Contact Center
    - Answering emergency calls in partnership with Dispatch
- Meter to Cash - Primary Internal Customers: Field Operations, Connect Center, Meter Management, Finance, Business Development, Treasury
  - Responsible for:
    - Reviewing higher or lower than normal account usage and making appropriate changes prior to the mailing of customer bills
    - Reviewing and ensuring accurate payment postings and reconciliation of payment files.
    - Creating a detailed customer inquiry follow-up sent from Contact Center
    - Ensuring accurate billing
    - Scheduling a re-read/meter assessment with field operation personnel in the event of errors in reading
    - Making corrections to service order errors generated by service techs in Missouri. Future, system provides field supervision or training department with detailed errors by service tech that will allow for specific field operations training needs.
- Business Services - Primary Internal Customers: Connect Center, Meter to Cash, Training and Quality, Community Services
  - Responsible for:
    - Supporting other CX functional areas with CCB system changes
    - Providing energy assistance support for low-income customers in all regions
    - Developing and delivering training and quality monitoring of all CX front line staff
    - Resolving Public Service Commission, Attorney General and Better Business Bureau complaints
    - Serving as liaison with Public Service Commissions' consumer divisions
    - Data analysis and reporting for continuous improvement throughout CX

## Cybersecurity

### Customers

#### Spire Inc. and all its subsidiaries

### Core Services

- Conduct annual security awareness training and phishing campaigns to assess employee's diligence in effectively managing potential phishing campaigns
- Lead response efforts to cybersecurity related incidents and conduct lesson learned briefings to mitigate future issues or reduce mean time to detection and resolution
- Consult in projects and solution discussions to evaluate and provide recommendations around security best practices
- Analyze and respond to SPAM and other potentially suspicious email while also utilizing threat intelligence feeds to prevent delivery of known bad emails
- Conduct data collection for forensic, internal investigation and litigation holds to ensure data is collected in a legally defensible manner
- Lead annual enterprise-wide penetration tests externally conducted to evaluate the resiliency of Spire's network and systems against external cyber attacks
- Review and analyze network, system and application logs for potential intrusion or anomalous behavior
- Conduct periodic vulnerability management scans coordinated with solution owners to ensure appropriate patching and vulnerabilities are mitigated in our systems

## Enterprise Risk Management and Commodity Risk Management

### Customers

#### Spire Inc. and all its subsidiaries

### Core Services

- Enterprise Risk Management
  - Develop and maintain appropriate processes to gather and report on top risks identified by the business units and shared services
  - Provide periodic reporting to inform the business, leadership and Board of Directors of top risks, emerging risks and mitigation

strategies being managed by the various business units and shared services  
– Stay informed and engaged with the business unit leaders, shared service leaders, risk leads to monitor risk management efforts including key entity wide projects and the PMO

- Commodity Risk Management
  - Spire Marketing
    - Establish policies and procedures which governs all commodity-based exposures of Spire Marketing including market, credit, operational, liquidity, and compliance risks
    - Formalize roles and responsibilities of Spire Marketing’s Board of Directors, Risk Management Committee, Front Office, Mid Office, and Back Office teams
    - Establish consistent and reasonable valuation methodologies for Spire Marketing’s portfolio of business
    - Define authorization, market risk, credit risk, and liquidity risk limit structures for Spire Marketing
    - Monitor the above defined risk limit structures
  - Spire Inc. and other subsidiaries
    - Develop risk management structures for other Spire entities as products and services evolve

#### External Affairs

#### Customers

#### Spire Inc. and all its subsidiaries

#### Core Services

- Regulatory:
  - Develop Regulatory Strategies (Utilities) – Monitor, research and assess the utility industry and regulatory updates in order to design strategies for enhancements to tariffs and rate design to better meet the needs of the utility businesses and its customers.
  - Advance Regulatory Relations and Awareness (Utilities) – Work on an ongoing and consistent basis with Commissioners, Staff, OPC/AG and consumer advocate agencies to provide updates and create mutual understanding of issues, address any concerns and maintain a proactive approach. Create a strong working relationship from which we are better positioned to advocate for or defend against opportunities and issues with which we are faced.
  - Administer Distribution and Commodity Rate Filings (Utilities) – perform necessary financial and operational data consolidation to manage periodic filings, required reporting and rate updates for PGA/ACA and WNA, ISRS and general rate cases, including any supporting design and forecast modelling. Develop innovative rate designs to meet the needs of customers and the business

and create mutually beneficial mechanisms to further align the customer and company interests. Work with Finance, Operations Controller and Distribution Services to gather necessary data and have ongoing meetings with Customer Service/Community Relations and Business & Economic Development to better understand their needs and objectives/goals at each utility. On an as needed basis, provide support to Gas Supply for interstate pipeline rate cases and other gas supply portfolio issues that impact our gas utilities.

- Administer Service Rules & Regulations (Utilities) – work with Legal, Distribution Services and Customer Service/Community Relations to administer tariffs and ensure required reporting is completed on a timely basis, and respond to inquiries, investigations and complaints in a way that resolves current elements and addresses any necessary changes to better serve customers going forward. Periodically meet with Customer Service, Business & Economic Development, Distribution Services and Distribution Operations to better understand their needs and objectives/goals at each utility.
- Affiliate Transactions (Spire) – Manage the Cost Allocation Manual, related documents and annual reporting process in each jurisdiction and provide guidance to the business on the appropriate treatment of business activities and costs as they relate to cost allocation and the provision of shared services. Work with Finance, Gas Supply, Audit and Human Resources on an ongoing basis to ensure we're aware and can communicate any updates, advocate for and make updates and enhancements necessary to meet the needs of the business and comply with the Affiliate Transaction Rules.
- Support/Advice (Spire) – on an as needed basis beyond those noted above, provide support to the other shared services functions related to regulatory treatment of projects/initiatives and new products/services or to the corporation for efforts that also extend beyond state regulation of the utilities.
- Governmental Affairs:
  - Advance Governmental Relations and Awareness (Utilities) – Work on an ongoing and consistent basis with other utilities, agencies and elected officials at the local, state and federal level to provide updates and create mutual understanding of issues, address any concerns and maintain a proactive approach. Create a strong working relationship from which we are better positioned to advocate for or defend against opportunities and issues with which we are faced. Develop a strategy for political contributions, attendance at events and awareness that supports such efforts with key elected officials across party lines and at the local, state and federal levels.
  - Address Constituent Issues (Utilities) – act as a liaison between the utility and local and state elected officials for constituent issues related to concerns and complaints impacting our customers and provide feedback on a timely basis. Work with Distribution Operations, Customer Service/Community Relations and Legal/Claims to respond to inquiries, investigations and complaints in a way that resolves current elements and address any necessary changes to better serve customers going forward.
  - Legislation & Policies Impacting the Business (Spire) – Develop and implement state and federal legislative strategies to advance the business and defend against detrimental activities by other stakeholders. Work with Company leadership and functional leadership to understand the goals and challenges faced and determine ways to change the statutory and governmental landscape to better meet the needs of the company and its customers, then work with state-level elected officials and other relevant stakeholders to best position the company before the legislature.
  - Support/Advice (Spire) – on an as needed basis beyond those noted above, provide support to the other shared services functions and the utilities and other business units related to legislative opportunities and challenges that may impact the

corporation.

- Federal Regulatory Affairs:
  - Federal lobbying
  - Federal Energy Regulatory Commission matters

#### Finance

#### Customers

#### Spire Inc. and all its subsidiaries

#### Core Services

- Treasury - Primarily ensures that Spire has adequate liquidity and access to sources of longer term funding for both its day-to-day operations and investments to support the company's long-term growth strategies and targets through a consistent standardized process.
  - Managing the liquidity and funding of the enterprise and each entity
  - Maintains bank accounts across the enterprise
  - Issues and administers credit cards for the entire enterprise; policy owned by SupplyChain
  - Provides all inter-company funding
  - Manages short-term and long-term investments and borrowings, including working directly with Public Service Commission's Financing Authority.
  - Evaluates credit risk for the enterprise and each entity
  - Strategy and communication with credit rating agencies
- Accounting - Record and report financial transactions, as well as align business processes in key areas to reduce duplication of effort and improve efficiencies in the month-end closing process.
  - Recording, analyzing, and reporting operational and corporate financial transactions, internally and externally.
  - Manages, communicates, and oversees charging policy, which consists of giving capital and expense guidance for specific projects, financially approving capital work orders, managing the status of capital work orders and projects, as well as gatekeeping what initiatives meet the criteria to form an enterprise wide shared service initiative or what costs should be imbedded directly in the regulated utilities.
  - Ownership of Chart of accounts, including master data policy and strategy
  - Administers Corporate, Shared Services, & Operational Allocations as well as maintains all allocation factors, in conjunction with Financial Planning & Analysis.
  - Manages and files all SEC filings, in coordination with all affiliates and support functions across the enterprise.
- Tax - Manages the tax affairs of the Company. This includes managing tax risk and tax planning opportunities, while assuring all compliance matters are filed accurately and timely

- Calculating, recording, and reporting the company’s non-payroll tax expense, deferrals, and liabilities.
- Income Tax provision calculation and budgeting
- Administer franchise tax process and payments to municipalities
- Filing various tax returns for all entities within Shared Services
- Property tax administration
- Support the organization in business development opportunities
- Stay abreast of tax rules and regulations
- Investor Relations
  - Manages all investor communications and relationships.
  - Coordinates and oversees all shareholder communications (works with corporate secretary on governance communications)
  - Builds relationships with current and potential investors.
- Financial Planning & Analysis - Supports the overall enterprise, in collaboration with all the business units, stakeholders, and department heads, by creating and analyzing driver-based budgets, earnings targets, and communicate results to all levels of the enterprise.
  - Supports overall budgeting, forecasting, and long-range plan including management reporting and variance explanations.
  - Maintains centralized cost drivers, as well as allocation factors, to support budget, forecasting and reporting metrics.
  - Governs budget detail and collaborates with business units and department heads to build targets, owning standard analysis approach for all supporting functions
  - Oversees long-range plan targets and supports communication of these targets to external community, in collaboration with Investor Relations
  - Coordinates Board, Leadership Council, and Management reporting packs to leadership.
  - Manages metrics for credit rating agencies, working along-side Treasury.
  - Models and provides business case support for Capital & O&M for the entire enterprise, staying aligned with the Strategy function.

Fleet

Customers

Spire Inc. and all its subsidiaries

Fleet Core Services

- Fleet Vehicles: Provides fleet support to the entire enterprise. All vehicles, equipment and fuel needs required by the enterprise are evaluated, purchased, maintained, repaired and monitored by Fleet. Determine functional requirements of all vehicle classes with respect to business groups. Standardizing where appropriate to optimize procurement, quicken delivery to business, and improve operational efficiency. Provide life cycle performance, review and determination for replacement cycles.

- Equipment: Determine functional requirements for all equipment classes with respect to business groups. Standardizing where appropriate to optimize procurement, quicken delivery to business, and improve operational efficiency. Provide life cycle performance, review and determination for replacement cycles.
- Vehicle and Equipment Services: Provide a standard approach to preventative maintenance (PM) on all vehicles and equipment. This includes determining PMs intervals, PM services, and analysis of PM program to improve reliability and reduce costly repairs. Provide inspections related to licensing, CNG systems and Department of Transportation (DOT). Maintaining inspections to meeting regulatory compliance and improve safety. Fleet provides emergency services through field visits by employee and/or vendor services and maintains two garages in St Louis, one in Birmingham, AL and one in Mobile, AL.
- Fuel Services: Fuel services are provided by three services available through-out the enterprise. Vendor provided wet fueling, fuel card and underground storage tanks. Fleet furnishes accountability for all fuel usage, which includes gasoline, diesel, E85 and natural gas. To the extent practical, to provide usage reporting by GPS data to assist in lowering fuel cost.

#### Gas Control Customers

#### Spire Inc. and all its subsidiaries

#### Core Services

- Gas Control - Oversee all activities of Spire's Gas Control center(s) and ensure compliance with all Federal, State and local regulations while abiding by all Company rules, policies, procedures, and best practices
  - Ensure all systems and assets are operated and monitored in a safe, reliable and efficient manner.
  - Ensure compliance with all State and Federal regulatory requirements related to control room management and remain up to date on all proposed regulatory changes to ensure compliance in the future
  - Provide strategic planning in areas of new technology, operations effectiveness metrics, ownership of the overall operating performance metrics, human resources planning, succession planning, training & development, and work planning related to control room operations
  - Effectively optimize Spire's overall Gas Control Operations including Control Room Locations, number of controllers and the effective backup of all Control Room systems while ensuring compliance with all state and federal regulations
  - Ensure Gas Control emergency response plans are effective and up to date and coordinate cyber and physical security for control room operations.
  - Work closely on the use, development, and optimization of System Control and Data Acquisition (SCADA) and provide the forward-looking vision for improvement of communication through technology for a more informed and efficient control room

#### Gas Operations and Engineering Customers

## Spire Inc. and all its subsidiaries

### Core Services

- Instrumentation and Control
  - Provide a standardized approach to how instrumentation & control and data telecommunication functions are performed within the various operating regions. This includes pressure and flow regulating facilities, both distribution and City Gates, odorization, monitoring & testing, regulatory compliance and other instrumentation functions.
- Distribution Peak Shaving Operations
  - Provide a standardized approach to how distribution operations peak-shaving resources are managed, operated and utilized. This includes Missouri East Underground Storage & Propane operations and LNG operations in Alabama, including all regulatory compliance activities.
- SCADA support services
  - Provide a standardized approach to how SCADA and telemetry is implemented and supported in all distribution and transmission operations regions.
- Engineering
  - Engineering - leading, managing and coordinating construction services with operations that entails overseeing and directing the engineering aspects for natural gas transmission feeder and distribution mains and service lines. This includes replacement, reinforcement, relocation and economic development projects.
- GIS
  - Responsible for the collection (in most cases) and processing, maintenance, integrity, management, and stewardship of GIS assets
  - Develop, administer, maintain, and support all GIS applications company wide. Also, responsible for providing GIS support and services across all areas of Spire necessary for the success of the organization.
  - Governance as it pertains to GIS policies, procedures, standards, change management, asset management, quality assurance and integrity to ensure alignment with enterprise process
- System Planning
  - Development and management of the Master Plan Replacement Programs, as well as the planning and cost-effective expansion of Spire's natural gas systems. It oversees the planning and designing of system expansion into new territories focusing on the importance of economics and system design.

### Gas Supply

Customers  
Spire Utilities

Core Services

- Gas Supply - Oversee the ongoing management of the Company's on-system and upstream resources in response to changes in supply and demand requirements and market conditions, including the optimization of available transportation capacity and gas supply
  - Responsible for strategic development of the Company's Gas Supply Risk Management Policy and related activities.
  - Perform transportation, storage, and long-term gas supply acquisition; analyze alternatives and negotiate arrangements consistent with the requirements of the Company's gas supply plan
  - Purchase and sell gas supplies on a daily basis; canvas the market in order to capture the best purchase or sales prices for possible delivery locations to capture value for unutilized transportation capacity
  - Dispatching firm gas supplies, reviewing the monthly gas supply plan and deciding on the gas supply levels and locations, and deciding on the level of spot gas supplies and sales needed to balance inventories
  - Preparing the Company's Reliability Report to determine the level of gas supply and transportation capacity that is needed prior to each winter heating season and utilize the results of this analysis to plan for the monthly and seasonal send-out requirements throughout the winter season
  - Provide regulatory support in both state and federal energy matters; evaluate regulatory filings, prepare and file testimony, and respond to data requests
  - Negotiate the terms of NAESB contracts for the purchase and sale of natural gas with potential new trading counterparties
  - Monitor the gas transportation customers supply nominations to verify that they are consistent with actual usage
  - Solicit bids for firm natural gas supply as needed; evaluate bids received and provide recommendations to senior leadership; provide written notification to suppliers upon acceptance of their bids
- Future strategic planning – To leverage the Gas Supply team's market knowledge, analytical skills, and overall insight into the company operations to create value for our customers and shareholders.
  - Continuously evaluate all utility gas supply assets with the goal of creating a reliable combination of supply, transport, and storage for our customers at the best cost possible while providing optimization opportunities that will help offset the base costs of the assets for our customers and create value for shareholders
  - Strategically evaluate existing large commercial and industrial accounts in an effort to provide more robust services tailored to customer's specific needs that will increase thru-put and revenue for the Company and increase the customer's ability to compete for business in the marketplace.

Human Resources  
Customers  
Spire Inc. and all its subsidiaries

## Core Services

- Talent Acquisition
  - Developing and executing strategic workforce development plans to attract, source, recruit, hire and onboard quality and diverse talent for full-time, contingent workforce, Co-op and Interns enterprise-wide. Collaborating with community-based organizations and education institutions to develop a diverse and quality talent pipeline. Building partnerships with hiring managers for all Spire businesses.
  - Managing the process for Consultants/Contingent workers, providing the ability to leverage the entire workforce through providing data insight services to managers that will help streamline processes, providing solutions that will reduce non-productive time and assist with cost reductions.
- Talent Development
  - Providing employees easy access to a wide variety of development opportunities and learning resources, such as:
    - My Learning: Employees can help advance their careers by picking from thousands of engaging courses that support their development goals. Spire training and compliance courses are also housed in My Learning with a built-in tracking system that helps employees know exactly where they are in their materials and a history function to see which trainings they've already completed.
    - Internally led training/developmental seminars and assessment testing – the Talent Development team is certified to facilitate and lead customized training courses (some of which are eligible for Continuing Education Units (CEU)) centered on soft skills such as leadership, delegation, coaching for peak performance, etc. The Talent Development team also facilitates assessment tests and development workshops that build on individual and team strengths (EQi, StrengthsFinder, DiSC, Five Behaviors of a Cohesive Team, MBTI, etc.).
    - Externally led training/developmental seminars and workshops – Spire has partnered with national and local organizations to provide developmental seminars and workshops for employees. Organizations include AAIM Employers' Association, Institute for Management Studies, and Southern Gas Association.
    - Regularly partner with leaders to create succession and development plans for employees. Continually build succession bench strength and cross-functional partnerships by promoting and showcasing cross-functional movement through job swaps, project work, and temporary assignments.
    - Provide educational assistance to help our employees meet their educational goals.
- Diversity and Inclusion
  - Developing, implementing, and sustaining the strategic plan & direction of our company-wide D&I initiative. We will provide: guidance on how to cultivate and support a diverse and inclusive workplace; review of job descriptions for compliance with federal guidelines and other oversight entities; leadership and support of Employee Resource Groups (ERGs); staying abreast of best practices in D&I and adjusting our efforts where applicable; supporting in the creation of comprehensive recruiting materials that highlight our D&I commitment and developing/maintaining relationships with recruiting sources that will assist in our efforts to diversify our talent pipeline

- Ensuring our selection process is non-discriminatory and comprehensive with targeted behavioral based questions administered by a panel of Spire employees to lessen the possibility of biased hiring decisions
- Providing training on topics such as unconscious bias, cultural sensitivity and workplace anti-harassment/violence
- Reviewing Equal Employment Opportunity (EEO) data to look for opportunities on how we can cultivate a workforce reflective of our diverse customer base through creation of programs and processes that support the growth and development of underrepresented groups
- Employee Engagement
  - Planning, designing, developing, implementing and evaluating employee engagement programs, events, and activities.
  - Researching and identifying opportunities to create consistency in various programs/events across the organization in an effort to provide positive employee experiences.
  - Identifying, analyzing and recommending solutions for various employee related issues surrounding new systems, training, change management and communications.
  - Managing employee service and retirement recognition programs.
  - Providing proactive support, advice, and guidance to managers and teams to help translate engagement and service results into meaningful actions and behavior change.
  - Working closely with Communications and Marketing to create materials that inform and communicate with employees using various communications channels.
  - Coordinating employee volunteer efforts and charitable giving employee campaigns.
- Employee Relations
  - Fostering Spire’s “handshake at the door” culture throughout the employee’s life cycle.
  - Partnering with business leaders to attract, retain, and develop diverse leadership, talent, and technical capability pipeline.
  - Leading collective bargaining strategy and initiatives, assuring compliance with collective bargaining agreements and federal legislation, including contract preparation, negotiations, and interpretation.
  - Managing conflict resolution for all employees including grievance/arbitration resolution with respect to all collective bargaining agreements.
  - Consulting with leadership concerning issues that may have legal ramifications and significant risk to the organization, such as harassment claims and complex terminations.
  - Managing and advise on HR processes such as performance management, training, compensation philosophy and ensure administrative actions are executed on time.
  - Serving as a central contact for processing employee separations.
- HR Operations
  - Managing applicant tracking system and on-boarding processing.
  - Managing HCM system (Human Capital Management) and all data needed to identify an employee, including items such as salary data, personal data, work history data, education data, etc.

- Managing payroll processes across entire enterprise, including employee timekeeping and payroll payments.
- Managing generation and distribution of Form W-2 to all employees.
- Maintaining all HR record retention in accordance with company policy.
- Overseeing and managing employee drug testing processes and vendors.
- Ensuring DOT driving compliance through management of driver’s licensing throughout company.
- Total Rewards
  - Developing and implementing pay systems, practices, perquisites and processes that support and are aligned with Spire’s compensation philosophy as approved by our Board of Directors.
  - Developing, designing and implementing health and wellness programs ensuring we provide competitive, comprehensive, and cost-effective solutions for our employees.
  - Designing and managing retirement and savings plans, tools, and expertise for employees to make informed decisions about their future during and after their working years.
  - Partnering with external service providers, internal communication expertise, and legal expertise to develop communication tools, educational seminars/webinars, and presentational materials with the objective of providing all employees the information they need to understand our compensation and benefit programs and make informed decisions.

#### Information Technology Services (ITS)

##### Customers

Spire Inc. and all its subsidiaries

##### Core Services

- Technology Strategy and Guidance
  - Research, discovery, and management of technology strategy and guidance to the overall enterprise and to specific business units
  - Strategic and tactical consultation and execution at the direction of the business units
- Infrastructure
  - Enterprise network, covering wired, wireless and cellular connections
  - Server administration and data storage, both at our data centers and in the cloud
  - Application hosting
- Compliance
  - Software and hardware licensing management
  - Policies for all Information Technology services

- Communications
  - Phone systems/networks
  - Mobile devices and application management
- Core Application Systems
  - Customer Billing Systems
  - Processing and Scheduling Software
  - Customer Self Service Websites
  - Workforce Management Systems
  - Geographic Information Systems
  - Financial Accounting, Planning and Budgeting Systems
  - Enterprise Applications Interfaces
  - Asset Management Software
  - Human Capital Management Systems
  - Employee Intranet
- Enterprise Architecture
  - Systems Architecture and Design
  - Data Warehouse management and support
  - Data Analytics management and support
- Information Security
  - Multi Factor Authentication (MFA)
  - IT 3<sup>rd</sup> party risk assessment
  - Access provisioning and management
  - Policies and Procedures
- Business Support Services
  - Project Management services for hardware and/or software implementations, development, enhancements and upgrades
  - Collaboration Software to facilitate collaboration across business units and the enterprise
  - Service Desk services, assisting users with all issues related to technology
    - Service Level Agreement – all issues submitted to the Service Desk through an incident in the ticketing system will be assigned and responded to within two hours of submission during regular business hours on business days
  - Asset acquisition services - purchasing technology related hardware, software and tools across the enterprise
  - Hardware/Software deployments to client devices
  - Enterprise Content Management, in a manner adhering to the policies and procedures

## Innovation, Advanced Analytics and Continuous Improvement

### Customers

Spire Inc. and all its subsidiaries

### Core Services

- Innovation – provides support to the organization for the definition and implementation of innovation initiatives by stewarding ideas through the innovation process, support idea generators across the organization in finding resources and funding for prototypes and ensure that there is strategic alignment between new ideas and Spire’s strategic objectives. The innovation services include the support to the Innovation Council, a cross-functional team that qualifies, scores and champions innovation initiatives in partnership with the idea submitter. The team owns the innovation platform and provides training and utilization services to the organization.
- Advanced Analytics (AA) – provides information and data services related to all aspects of Spire’s business, including intelligence on customers and employees, and data decisioning support
  - Provide consulting, training, solutioning and dashboard design around definition of the right metrics to answer business questions and the visualization of the data
  - Analytics and Decisioning services, from identifying the required KPIs and information needs to partnering in the definition of the best suited data sets.
  - Expert support and consulting on the utilization of Artificial Intelligence, Machine Learning and Predictive Analytics practices.
  - Ownership, training and support on data visualization, data extraction and conversion tools
  - Ownership of the Enterprise Unified Data Model and Information Architecture, with services related to the design of information and data structures for application development and solution design
  - Services related to the definition, configuration and implementation of flows of information across multiple ecosystems, with a focus on the design of use cases, identification of data elements, aggregation of data sources and integrations across platforms
  - Automation services for repeatable data feeds and flows, with a focus on setting up of data pipelines in factories and lakes. Support to the organization on data architecture based on cloud
- Continuous Improvement (CI) – support to the organization in the identification and implementation of process improvement initiatives, from facilitating the identification of potential improvement opportunities to supporting the definition and implementation of solutions. These initiatives lead to earnings growth, enhanced quality, process efficiency, and metrics performance. The CI team utilizes Lean and Six Sigma methods to support the process, as well as a myriad of tools to ensure that the most opportunities are surfaced. The CI Team has a direct impact in our Core Innovation initiatives, helping the organization excel at what we do.
- Innovation initiatives that have a significant impact will be required to go under the Innovation Process, which engages the innovation council to ensure that initiatives are aligned to strategy objectives and have the necessary support to successfully mature on the way to implementation.

## Insurance Programs

Customers

Spire Inc. and all its subsidiaries

## Core Services

Support the strategies and goals of Spire and its subsidiaries with value-added services that help the business be more proactive and cost effective in its various risk management, damage recovery and claims mitigation activities. Work with Spire's various businesses to provide timely, efficient administration and effective mitigation of claims and ensure they are protected with sufficient insurance purchased at a reasonable cost.

- Insurance Coverage
  - Place, renew and manage insurance policies for Spire's various areas of potential claims and liabilities to mitigate otherwise unacceptable risk exposure and expense variability.
  - Manage the application and underwriting review process related to annual renewals, and review binders for alignment with expected limits, terms and conditions to ensure issued policies meet the desired coverage level and terms. Where necessary, provide certificates of insurance and surety bonds to various third parties and agencies that require such for Spire to do business with them. Manage claims with Workers Compensation, Claims and Legal. This includes, but is not limited to, exposures related to general liability, property, workers compensation, D&O, crime, cyber security, control of well and employee benefits.
  - Protect Spire's operations and assets with insurance coverage that cost-effectively meets the various evolving needs of the business, for both limits as well as terms and conditions. Work with Legal to coordinate contractual indemnification and insurance requirements to protect Spire's interests and solicit, review and manage insurance certificate submissions and renewals from Spire's vendors.
- Laclede Insurance Risk Services
  - Oversee the management of the LIRS captive and the various reinsurance programs that cost-effectively reduce Spire's risk and retention levels across the business.
  - Work with our captive manager to assess areas of the Spire's risk where LIRS can cost effectively reduce risk and variability of costs, develop business plans to support such offerings, gain regulatory approval, place and manage policies, and administer claims process. Provide oversight and reporting of operations and make periodic filings for regulatory and tax purposes.
  - Provide Spire attractive options to better manage risk in a cost-effective manner with an appropriate loss ratio and diverse set of written risks that supports the long-term needs of a robust business model. Current lines include medical stop loss, long-term disability, life, workers compensation and general liability.

## Internal Audit

Customers

Spire Inc. and all its subsidiaries

Core Services

- Internal Audit:

- Conducts annual enterprise-wide risk assessment and develops risk-based audit plan
- Performs assurance engagements
- Performs consulting engagements - a specific written understanding will be developed with the business as to the objectives and scope to support the business
- Develops and administers policies and procedures to guide department activities and quality control processes
- Participates in investigations as requested by Chief Legal Officer or others as requested
- The Internal Audit Charter, approved by the Audit Committee, defines the departments purpose and mission for Spire Inc. and all its subsidiaries
- The chief audit executive should share information and coordinate activities with other internal and external providers of assurance and consulting services to ensure proper coverage

Legal

Customers

Spire Inc. and all its subsidiaries

Core Services

- Provides all legal services required by the enterprise either through inhouse or outside counsel supervised by the Legal Department. Works with all affiliates, including Spire Inc. and all subsidiaries and all functions embedded within these affiliates, to provide guidance and assistance on all legal matters. All outside counsel will be employed through the Legal Department.
- Develops and administers the standard forms for contracts and agreements across the enterprise; reviews all contracts and agreements (through either inhouse or outside counsel supervised by the Legal Department). The review and approval are evidenced by the initials of the reviewing lawyer on the signature page of the contracts and agreements.
- Administers the Spire compliance program that applies to all subsidiaries.

Measurement

Customers

Spire Inc. and all its subsidiaries

Core Services

- Measurement
  - Meter Equipment
    - Provide a standardized approach to the procurement, configuration, and maintenance of meter equipment used for residential and small commercial metering. This includes meter types and sizes, regulating equipment, and index types and their applications for customer requirements.
    - Provide meter refurbishment and repair services to return meters to service based on a standardized methodology on when meters should be refurbished versus condemned. Provide oversight of any external parties utilized to perform this same service.
    - Provide standardized approach to large volume and transportation metering equipment. This includes the use and application of large meter types, meter station configurations, and pressure control and correction. Measurement should provide a standard administration of the installation configurations, accuracy, inspection, maintenance, testing, and repair of large metering equipment.
  - Meter Reading Technologies
    - Providing a standardized approach to technology used to provide meter readings to billing systems across the enterprise. This includes standard AMR technology currently in operation and the strategy around migrating to next generation AMI capabilities. Maintaining and standardizing where appropriate, the equipment to capture and bill usage around transportation accounts.
  - Meter Testing
    - Providing uniform administration of meter testing programs. This includes oversight of the execution of testing programs and monitoring of the results of these programs. Evaluate and provide guidance on metering equipment based on the results of each of the programs and where appropriate make standardized adjustments to mitigate accuracy issues revealed through testing programs. Testing programs are subject to local regulatory oversight; however we continue to explore ways to standardize programs to simplify the demands of the testing programs.
    - Providing meter testing services to perform testing where deemed appropriate and cost beneficial. Provide standardization, oversight, and control around testing performed by external parties. Administer testing results so that the interpretation of meter accuracy is uniformly applied to all testing programs for metering technology.
  - Meter Reading (Gulf Coast only) – Primary Internal Customers: Field Operations, Connect Center, Meter to Cash
    - Responsible for:
      - Downloading meter readings to the appropriate billing system
      - Providing abnormal reads to Meter to Cash staff for review and analysis
      - Ensuring that abnormal read exceptions not resolved by the Meter to Cash group are provided to Field Operation personnel to conduct a visual inspection of the meter

## Operations Analytics

### Customers

### Spire Utilities

### Core Services

Serves as an impartial partner to the core business by providing financial and analytical support to advance operational performance

- Leads efforts associated with the budgeting, forecasting, long-range planning, and variance explanation / reporting cycles for Spire Utilities
- Administers the development, reporting, and data governance of AIP and other key performance indicators / metrics
- Serves as a liaison between Corporate and Spire Utilities
- Facilitates performance review meetings (monthly / quarterly) with Spire Utilities
- Supports enterprise wide improvement projects (OSF, Spire One, etc.)
- Supports Spire Utilities with various financial and analytical efforts including business cases, financial modeling, and regulatory support (ISRS filings, data requests, etc.)

## Operations Services and Safety Management Systems

### Customers

### Spire Inc. and all its subsidiaries

### Core Services

- Safety Management Systems (SMS) – the systematic approach to managing safety by organizational goals, policy, structure, planning, accountability and safe standard operating procedures.
- ROW
  - Right of Way and Land Management – Create, track and secure the necessary easements and permits in a timely and cost-effective manner for Spire’s construction activities. This includes the development and maintenance of positive working relationships with the municipalities, as well as federal, state and county entities in our service territories.
- Pipeline Safety Compliance and Integrity
  - Pipeline Safety and Compliance -Develops, administers and monitors all pipeline safety related state and federal regulations and programs for distribution, transmission, hazardous liquid and storage operating functions at Spire. This group also functions as the liaison to state and federal pipeline safety regulatory agencies.
  - Damage Prevention - Develops, administers and monitors excavator and public educational activities to ensure the protection of pipeline infrastructure and investigation of excavation damages.

– Operations Training, Standards & Testing - Develops, administers and monitors all operations training activities and manages all associated technical operating standards and procedures.

- Health and Safety - Ensures the health and safety of each entity's employees, contractors, customers and communities by working with local Spire Safety and Health Committees to confirm information, processes and better practices are shared. Major programs include SafeStart, Drive, Navigate, Communicate, Nurse Triage, the Spire Safety and Health Summit, De-escalation and workplace violence programs and safe driver training.
- Environmental Compliance - Develops, administers, and monitors all environmental local, state and federal regulations and programs for all of Spire's facilities. It functions as liaison to local, state and federal environmental regulatory agencies. It works with the Spire Corporate Social Responsibility Program.

#### Project Management Office (PMO)

Customers

Spire Inc. and all its subsidiaries

Core Services

- Project Management (PMO) – provides resources, resource planning, enterprise-wide prioritization, cross-project relationship coordination, status reporting, change management, and standards of quality, approach and work product. The PMO team is a steward of the business planning process and supports the business in the generation the lean business cases. Project management services may vary in scope, from a dedicated full-time project management resource, to consulting/coaching others to lead projects.

Governance

- Project management will be required for GAIA projects and highly cross-functional projects. Projects will be proposed, prioritized and initiated through a structured process starting with the annual business planning effort. Projects will be assigned project management support according to strategic priority, upon review with leadership on an annual and periodic basis. Requests for project management of departmental budgeted projects will also be coordinated through Project Management, who will provide internal support or coordinate external resources as necessary.

Real Estate and Facilities

Customers

Spire Inc. and all its subsidiaries

Core Services

- Real estate procurement & disposition
  - Identifying and procuring properties, including land and building, to meet the identified needs of the various entities
  - Facilitate the negotiation of lease/purchase agreements (land and property) with Spire Legal support
  - Lease administration
  - Disposition of excess property (land and buildings)
- Construction Management Services
  - Construction built on or attached to a company-owned or leased facility for its operations
  - Long-term planning needs and assessment
  - Coordinate design, build and construction management
- Maintenance & Custodial Services
  - Maintenance/Repair of any structure built/attached to an owned or leased facility
  - Grass-cutting, landscaping, snow removal, etc.
  - Janitorial services at all owned or leased facilities
  - Utilities Processing/Sustainability/Energy Management
- Workspace Management
  - Space Planning (including conference rooms/storage/warehouse space) for all facilities
  - Workspace moves/adds/changes at all facilities
  - Space utilization analysis at all facilities
  - Office furniture procurement/disposition for all furniture at all facilities
  - Design services for all facilities
- Hospitality Services
  - Main office meeting and specialty rooms set-up and coordination
  - Event support and set-ups at office and operating centers
  - Food & beverage service at office and operating center
  - Office supplies coordination at all facilities
  - Coordination of parking at all facilities
  - Mail and parcel delivery at all facilities
  - Records & Information Management

#### Records Information Management (RIM)

Customers  
Spire Inc. and all its subsidiaries

#### Core Services

- Educating employees on RIM Policy and Procedures – The RIM team ensures training is current and ongoing. Efforts include:
  - Onboarding RIM training
  - RIM awareness via corporate communications
  - Record Coordinator training
  - RIM training classes through the Spire Learning & Development Center
  - Online education via the RIM website
- Maintaining the Records Retention Schedule – The RIM team works with Legal and businesses to determine the retention requirement for each entity's respective Records.
- Storing and ordering and tracking Records from Offsite Storage – The RIM team will contract for necessary offsite storage and order and track boxes from offsite storage.
- Onsite file space is assigned by the RIM team based on departmental needs.
- Managing the Company's historical artifacts – The RIM team inventories and securely stores Company artifacts.
- Managing large-scale imaging projects for businesses – The RIM manages imaging projects for the enterprise, coordinating the projects with departments and the enterprise's imaging vendor.
- Managing the secure shred service – The RIM team ensures secure shred service is available across the enterprise using a single service provider. Service levels vary between offices depending on their needs.
- Assisting with the management of Company policy & procedures – The RIM team ensures Company policy and procedure documents are compliant with policy document format, and electronically issues approved Company policies and procedures.

#### Security

#### Customers

#### Spire Inc. and all its subsidiaries

#### Core Services

- Access Control and Security Monitoring – Security has standardized access control and provides guidance by policy along with its requirements of the use of the building access request form, preferred vendors and visitor management programs at all facilities. We continue to utilize new technology and upgrade security infrastructure as part of process improvement in both access control and security monitoring at all facilities.
- Incident Reporting – Employees are required to report incidents by policy to the appropriate security operation enter in their regions. Incidents are investigated, followed up on and analyzed to resolution. Security uses this data to further develop strategies that keep employees safe and facilities secure.

- Off Duty Officer Program – The Off-Duty Police Officer Program is designed for the safety and security of our field workers. Certified police officers work patrolling high-crime areas where our workers are present. They also respond to incidents, such as shots fired, suspicious person(s), disturbances, and threats, when requested by crews. They are dispatched through our Security Operation Center via cell phones and monitored via GPS.
- Security Committee – Each region has a Security Task Force/Committee that works hand in hand with security, consisting of members from Legal, Human Resources, Customer Experience, Operations, Safety and Crisis Management. Each task force/committee meets to discuss safety or security issues that occurred previously. Each member brings their ideas and suggestions forward in a collaborative effort to solve issues that help our workers stay safe and enhance security.
- External Utility Task Force – An external Utility Task Force has been formed with local utility companies to combat crime against employees and help reduce risk to field employees. Meetings are held to discuss items that may affect each company; such as irate/threatening customers, crime trends in certain neighborhoods, information sharing regarding Off-Duty Police Officer patrols, and new state of the art technology that could potentially be used jointly by all utility companies.

#### Supply Chain / Accounts Payable (AP)

##### Customers

Spire Inc. and all its subsidiaries

##### Core Services

- Procurement
  - Creation, maintenance and implementation of enterprise wide purchasing guidance that details governance to initiate purchases within defined limits and parameters utilizing a Spire credit card as well as the purchase order process
  - Coordinating the purchase of goods and services
  - Executing day-to-day purchase orders based on existing agreements
  - Resolving billing, invoicing, purchase order discrepancies
  - Issuing RFx for non-strategic purchases
  - Assisting Category Managers on strategic purchases
  - Expediting the delivery of goods and services, when requested
  - Maintaining positive relationships with vendors
  - Assisting and training end users on procurement and Oracle questions
- Strategic Sourcing
  - Creation, maintenance and implementation of enterprise wide, structured and formalized process to ensure fair and optimal sourcing outcomes
  - Development and implementation of enterprise wide, weighted criteria, such as cost, quality, efficiency, safety, risk and timeliness utilized in the purchase decision process

- Leverage spend across the enterprise for best results
- Coordinating with end users and departments to understand their needs and ensure they are met
- Negotiating and executing contracts with vendors on strategic needs
- Coordinating with Legal on master contract templates
- Working toward standardization across all of the entities
- Accounts Payable
  - All AP core service requests for service delivery shall be managed by the Supply Chain/AP department except where indicated as follows:
    - Right of Way payments
    - Confidential claims & benefit payments
    - Timely and efficient AP invoice entry and payment processing and reporting any AP-related refunds.
    - Batch invoice processing with integrated systems such as iExpense, CCB customer refunds, tax payments, and Ascent (legal claims).
    - Responding to inquiries from internal and external customers related to AP.
    - Resolving holds and workflow system issues related to AP invoices/payments.
    - Providing month end accrual reporting to Finance.
    - Assist with IRS 1099 and state escheat reporting as needed.
    - Adhering to Sarbanes Oxley controls related to AP.
- Supply Chain Performance
  - All expense reporting expertise across the overall enterprise
  - Exclusively supports the Supply Chain/AP department by delivering the following services for the department including:
    - Reports and metrics that enable Supply Chain Management, and the overall enterprise, to better manage their areas
    - Process and system efficiencies/improvements across Supply Chain
    - Supplier master data management across the overall enterprise
    - Supplier setup
    - Ad hoc data analysis
    - Spend analysis
    - IT coordination and testing
    - SOX management
    - Monthly JE's and analysis
- Inventory
  - All inventory related activities for the enterprise, specifically:
    - Requisitioning inventoried items when necessary to support material demands.
    - Receiving incoming material shipments from suppliers.

- Fulfilling material requests for field employees and contractors.
- Packing and staging materials to be delivered to operating centers or job sites.
- Maintaining and managing clean, organized storeroom facilities and pipe yards.
- Performing regular cycle counting activities to ensure optimal accuracy levels.
- Delivering/transferring materials between entity locations and job sites as necessary.
- Maintaining and managing the enterprise’s material catalogs, including the addition of new items and inactivation of obsolete materials.

**Workers’ Compensation**

Customers  
Spire Inc. and all its subsidiaries

**Core Services**

- Handle workers compensation claims related to Spire’s employees, with self-administration of those in our natural gas utilities and share services functions.
- Handles all notifications of injury and workers compensation claims. Works with case managers to investigate, evaluate, and settle claims in a timely, cost-effective manner. Prepares and submits periodic reporting to the appropriate state and federal agencies. Works with third-party providers to meet administrative needs and Legal to settle or litigate open claims to closure in a timely manner at a reasonable cost.
- Direct necessary medical treatment to co-workers injured on the job to help get them back to work as soon as practical with as limited impact on their lives as possible at a reasonable cost to the Company. Progress to a more efficient, paperless process supported by a robust database and enhanced reporting and analysis tools and work with Safety to help identify proactive improvements in operations to help mitigate future claims – frequency and amounts.

**Workload Planning**

Customers  
Spire Utilities  
Core Services  
Emergency Dispatching

- Receives customer emergency calls for all regions and dispatches Field Operations staff to achieve timely emergency response
- Works closely with Field Operations to ensure effective assigning of technicians to emergencies
- Serves as the primary initial communication group for large emergency and priority response situations

- Frequently calibrates with Field Operations to confirm consistent execution of agreed upon procedures and reporting criteria

#### Workload Planning

- Plans, schedules and assigns all short duration field work
- Works to minimize nonproductive time for Field Operations
- Assigns additional maintenance work to same day and emergent work to reduce field activities and lessen customer service interruptions
- Establishes priorities based upon collaborative feedback from all stakeholders
- Works closely with Field Operations to improve processes to create capacity for additional customer offerings
- Supports enterprise wide improvement projects (OSF, Spire One, etc.)