



SECTION 01		SECTION 05	
About Golar	7	Health, Safety and Security	42
SECTION 02		Environmental Impact	48
Our Solution	18	Innovation and Transition	50
SECTION 03		People and Communities	52
ESG Governance and Materiality	24	Governance and Business Ethics	60
Our Focus Areas	32	APPENDICES	
SECTION 04		Key Facts and Figures	66
2030 Ambitions	34		



WELCOME TO OUR 2025 ESG REPORT

2025 was another defining year for Golar.

We completed our exit from the legacy shipping business, commenced commercial operations on our second FLNG unit offshore Mauritania and Senegal, and secured two transformational 20-year contracts in Argentina — one for the redeployment of FLNG Hilli and another for a third FLNG unit currently under construction.

As our FLNG fleet grows, it is inevitable that our total Scope 1 emissions and certain other environmental metrics will increase. What matters most, however, is how efficiently we produce energy. In 2025, our emissions intensity improved again, beating our already ambitious target. At the same time, our current FLNG conversion projects support the circular economy in practice and are expected to have a CO₂ intensity up to 25% lower than our existing FLNG fleet once operational.

When the Fredriksen group acquired Osprey in 1999 and launched the Golar IPO in 2001, we were guided by a simple conviction: natural gas would become an increasingly important component of the global energy mix. Gas was abundant, competitive, and significantly cleaner than coal. We believed LNG could help create a more liquid, transparent, and accessible global energy market.

We were also struck by the enormous difference in energy costs between developed and developing

economies. Access to affordable energy has always been one of the most important drivers of economic growth, industrialization, education, and improvements in living standards. Our belief was that LNG could help narrow that gap.

Over the following 25 years, much of that vision proved correct. Global LNG demand has increased approximately 4-fold, creating one of the most significant growth industries in the energy sector. What we did not fully anticipate was that the extraordinary expansion of LNG exports would be driven primarily by the United States, Qatar, and Australia, while many gas-rich regions, particularly in Africa and countries such as Venezuela, would remain significantly underdeveloped.

Nor did we foresee the explosive growth in electricity demand driven by digitalization, artificial intelligence, and data centers. Increasingly, LNG is being used to support the energy needs of advanced economies, while many developing nations continue to struggle with affordability and access.



During 2025 Golar secured 20-year agreements for 5.95mtpa of nameplate capacity in Argentina – one of the world's largest FLNG development projects.

At the same time, concerns over energy security have dramatically increased. The conflicts in Ukraine and the Middle East have reminded governments and consumers alike that reliable access to energy cannot be taken for granted. Security of supply has become just as important as sustainability and affordability. This shift has contributed to LNG prices trading at a substantial premium to historical relationships with competing fuels.

One statistic I continue to find remarkable is that, despite the world's growing focus on sustainability, approximately 120 million tonnes of gas is still flared every year. Flaring remains one of the great contradictions of modern energy policy. It destroys a valuable natural resource, generates unnecessary emissions, and deprives nations of economic value that could otherwise support development and prosperity. In simple terms, we are burning money while increasing emissions at the same time.

Looking ahead, I remain convinced that LNG will play a vital role in the world's energy system for decades to come. Renewable energy will continue to grow rapidly and should

do so. However, until energy storage technologies can economically solve the intermittency challenges associated with wind and solar power at scale, natural gas will remain one of the most flexible, reliable, and practical sources of energy available.

Historically, LNG has traded at an energy-equivalent value of roughly 15% of Brent oil prices. Today, European gas prices remain well above that historical relationship, reflecting strong demand, constrained supply, and the premium increasingly attached to energy security.

The next significant wave of U.S. LNG production is expected to enter the market over the coming years. This additional supply will likely place downward pressure on LNG prices. While lower prices may reduce some of the exceptional profitability currently available within the industry, they should also stimulate demand growth and improve access to cleaner energy sources across the world. In my view, that is ultimately positive. Bigger, more liquid, and more accessible energy markets tend to create more opportunities than smaller markets characterized by scarcity and extreme pricing.

At Golar, we do not underestimate the challenge posed by climate change. Reducing greenhouse gas emissions is essential. However, ESG is about more than carbon alone.

The world must address environmental challenges while simultaneously creating opportunities for more than eight billion people to live productive, healthy, and sustainable lives. Affordable and reliable energy is fundamental to achieving that objective. Energy powers hospitals, schools, factories, transport systems, communications networks, and increasingly the digital infrastructure on which modern societies depend.

The rapid expansion of renewable energy represents one of the greatest industrial opportunities of our time. Yet renewable generation alone cannot currently provide the stability required for modern power systems. Natural gas has an important role to play as a complementary fuel, providing the flexibility and reliability needed to support the transition to lower-carbon energy systems.

By replacing coal with natural gas and aggressively reducing flaring, the world can make meaningful progress toward reducing emissions while maintaining economic growth and improving living standards.

Many of the world's largest undeveloped gas resources are located in emerging economies. Developing those resources responsibly can create extraordinary benefits for local communities and governments. Our project in Cameroon serves as a good example. Through the life of the project, Golar has helped generate more than USD 1.5 billion of value for the Government of Cameroon, supported local employment and training, monetized resources that might otherwise have remained stranded, and contributed to meeting growing global energy demand.

This is one of the reasons I remain so enthusiastic about FLNG.

Traditional land-based LNG facilities often require more than five years to develop and billions of dollars of capital investment before first production. Golar's FLNG solutions can typically be deployed in approximately three and a half years at materially lower cost. They can also be relocated at the end of a contract, reducing long-term risk while enabling the development of gas resources that would otherwise remain uneconomic. By unlocking stranded gas reserves around the world, FLNG helps improve supply diversity, energy security, and market flexibility.

Despite suggestions that interest in ESG has declined in some parts of the world, this has not been the case at Golar.

Our commitment is not driven by fashion. It is driven by business logic.

Greater efficiency reduces emissions and increases production. Fewer accidents protect both people and the environment while reducing costs. Lower turnover improves operational performance. Reducing waste benefits our operations and the ecosystems in which we work. Diverse teams make better decisions. Strong governance creates stronger businesses and better long-term shareholder returns.

In short, sustainability and profitability are not competing objectives. At Golar, they are often closely aligned.

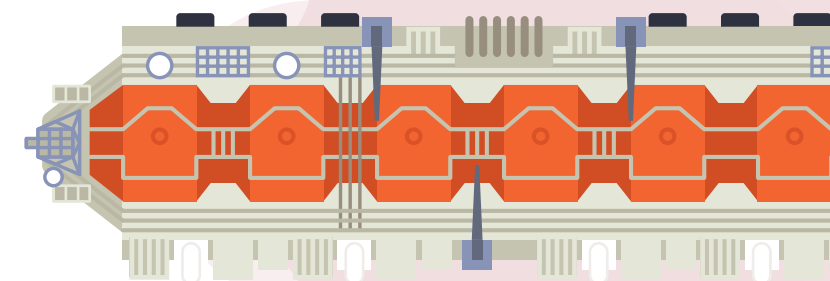
We have never made commitments simply because they were popular. For that reason, we did not adopt a Net Zero 2050 target without first seeing a realistic pathway to achieve it. Ambition is important, but credibility matters more. The energy transition will only succeed if it is both environmentally effective and economically practical.

Until energy storage technology advances substantially and coal use is meaningfully reduced, Golar will continue to develop and operate lower-impact FLNG solutions responsibly and efficiently. At the same time, we continue to invest in technologies that may help shape the next chapter of decarbonization, including our investment in Aqualung's carbon capture membrane technology, which made significant progress during 2025.

As Golar enters its next phase of growth, our objective remains clear: to provide reliable, efficient, and comparatively lower-carbon energy solutions; create long-term value for shareholders; and contribute positively to the global energy transition.

I am immensely proud of what our employees deliver every day. Their work creates value not only for our shareholders, but also for host nations, local communities, and the global energy system. In a world facing rising energy demand and increasing pressure to reduce emissions, I believe Golar's role is both commercially attractive and increasingly relevant.

Tor Olav Trøim
Chairman, Golar LNG Limited





Increased geopolitical risk drives a need for LNG supply diversification. FLNG technology enables new supply from a wider range of geographies.



ABOUT GOLAR



1. ABOUT GOLAR

2025 was a record year for Golar on commercial, operational and financial fronts. After securing two FLNG contracts in Argentina, Golar's FLNG fleet is set to deliver an Adjusted EBITDA backlog¹ of \$17 billion (Golar's share) before commodity exposure and inflationary adjustments.

FLNG Hilli has produced over 10 million tons of LNG since commencement of operations in Cameroon. FLNG Gimi reached COD for her 20-year contract with bp offshore Mauritania and Senegal in June, with annualised daily production frequently exceeding nameplate capacity since. Conversion of the MK II FLNG in China remains on budget

and on schedule. USD 2.25 billion in new and re-financing facilities were closed, including a convertible bond, Golar's first US rated unsecured bond and a \$1.2 billion secured ~ 5.5x EBITDA¹ bank facility, the latter proving the bankability of Golar's operating FLNG assets. Golar remains the world's only provider of FLNG as a service and these

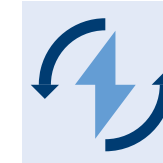
achievements combined with our pipeline of commercial opportunities and continuing global concerns about security of supply collectively provide a strong platform upon which to create additional stakeholder value in 2026.

Golar is one of the world's **most innovative** and **experienced** independent owners and operators of floating LNG infrastructure.



EXPERIENCE

Golar celebrates its 80th year in 2026, and 55 years in the LNG business. We are a world leading FLNG owner/operator.



INNOVATION

Our innovative FLNG technology has a low carbon intensity, competitive with larger projects that have the benefit of scale.



SIMPLICITY

Combinations of existing technologies that offer quick, simple, low-cost solutions to a complex business.



SAFETY

We aspire to never compromise the safety of our people, the environment we operate in or our assets.



GROWTH

Our second FLNG has commenced operations; our third FLNG has secured a contract; and a fourth FLNG has been ordered.



A record low: Golar's 2025 milestones have been achieved whilst simultaneously reducing the carbon intensity of our operations to its lowest level yet.

GROWING THE BUSINESS - SHRINKING OUR INTENSITY

The case for liquid expanders:
The basic function of a liquid expander is to reduce liquid pressure. This has two efficiency enhancing effects:

- The liquid expander provides electric power that is utilised to drive other equipment on board an FLNG, reducing the need to use fuel to create power, lowering carbon emissions; and,
- The expansion process can produce a higher ratio of LNG to boil-off gas, which means a higher amount of LNG can be produced for the same amount of boil-off gas.

Golar commissioned its first liquid expander in late 2025, contributing to the competitively low 2025 CO2 intensity achieved by FLNG Gimi. With 2026 benefiting from a full year of liquid expander facilitated operations on board, we expect to see further CO2 intensity reductions from this asset.

More space available in the midship section of Golar’s MKII FLNG’s currently under construction allows us to take things a step further. Mixed refrigerant expanders will be added into each Black & Veatch liquefaction loop. This will add two expanders, one for each mixed refrigerant loop, bringing the total number on board to three.

The impact of adding liquid expanders to the refrigerant loop of liquefaction trains is dependent on a variety of factors, but an indication of the overall impact is as follows:

- Up to 2-3% increase in annual LNG production.
- Recovered electric power in the region of 1 MW; and,
- Annual fuel savings in the range of 1,400 tonnes corresponding to a reduction in CO2 emissions of 3,300 tonnes (equivalent to removing 650 cars from our roads for a year).



2025 at a glance

HILLI

Cumulative LNG produced surpasses

10 million tonnes

Achieved record low carbon intensity of

0.28 TCO2e/TLNG

GIMI

Commenced operations on

12 June 2025

offshore Mauritania and Senegal

Annualised daily production exceeding

2.7

MTPA equivalent by year-end

MKII

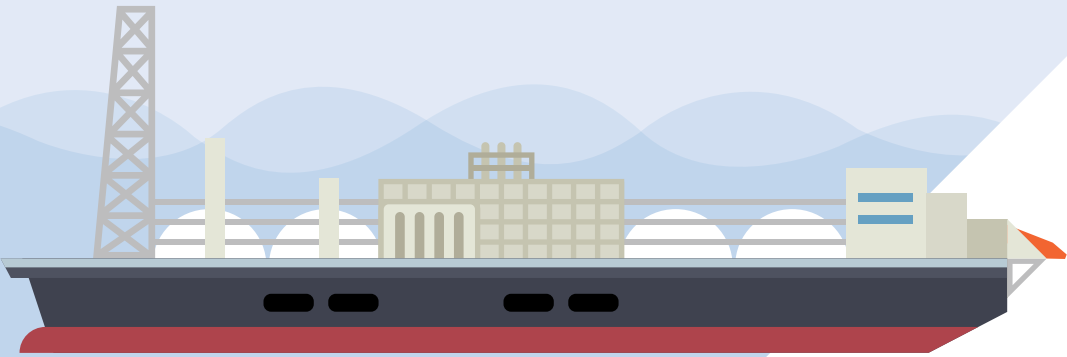
20 year contract

secured offshore Argentina commencing 2028

1.2 billion USD

invested in \$2.2 billion conversion project by year-end

“ Better for Golar, better for the environment – recently commissioned liquid expanders help produce more LNG from the same input gas.





HILLI - Offshore Cameroon

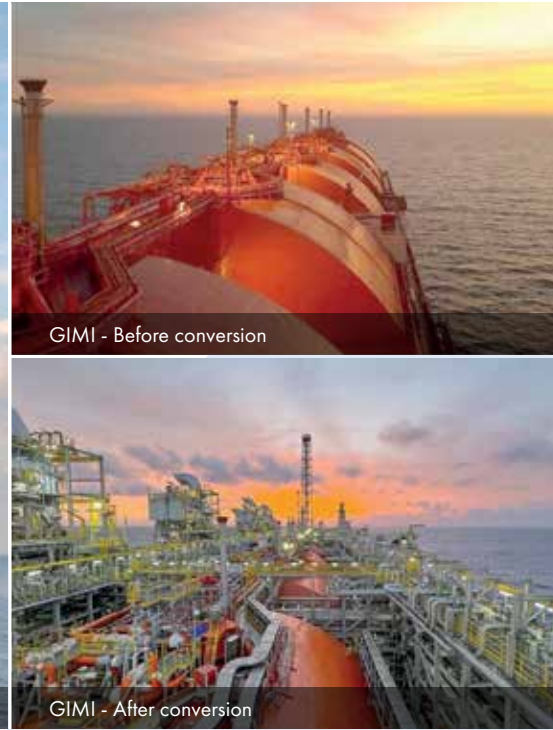
THE CLEAN ENERGY TRANSITION IS UNSTOPPABLE

It is sustainable growth that will be sustained. 2025 has seen many companies step away from some of their ESG commitments, or in some cases, stop reporting altogether. Ethics is knowing the difference between what you have a right to do and what is right to do. We have no legal obligation to issue this ESG report but it is the right thing to do – so we do it.



We have the choice to use the gift of our life to make the world a better place – or not to bother.

Jane Goodall (1934-2025)



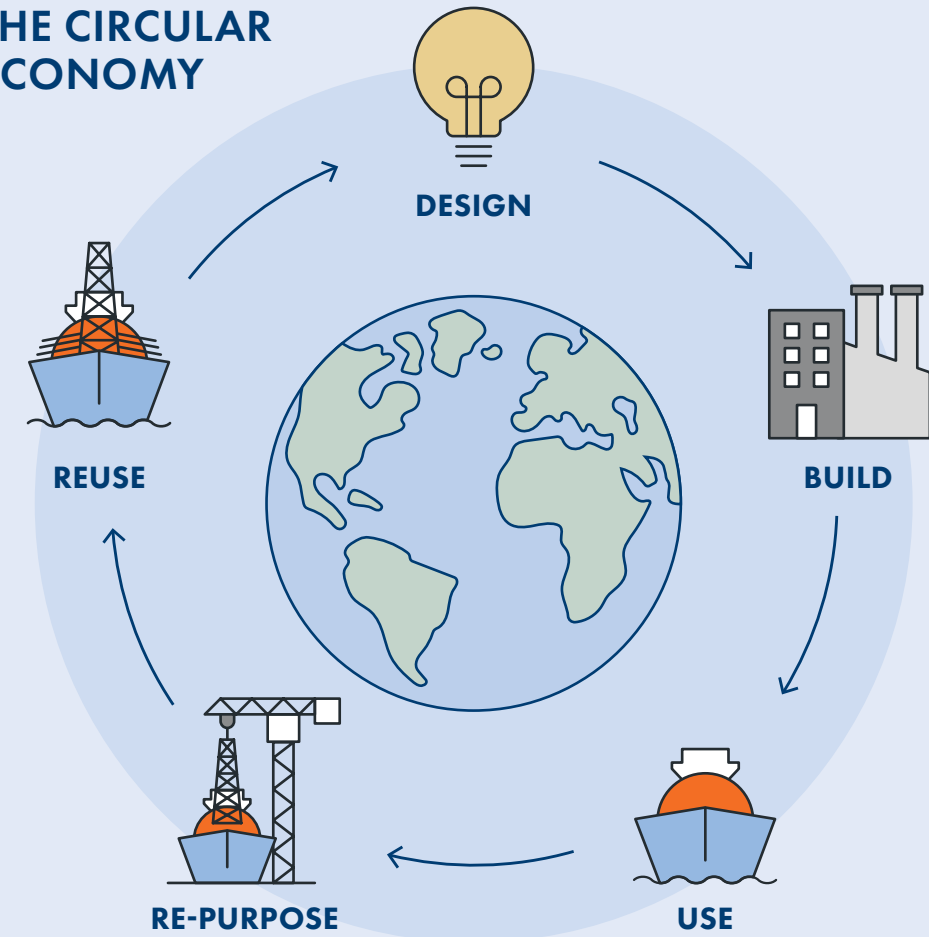
GIMI - Before conversion

GIMI - After conversion

Golar and the circular economy

A circular economy is a sustainable model of production and consumption that minimises waste by keeping materials and products in use for as long as possible through sharing, repairing, reusing, refurbishing, and recycling. Unlike the traditional "take-make-waste" linear model, it aims to decouple economic growth from the consumption of finite resources, regenerating natural systems rather than depleting them.

THE CIRCULAR ECONOMY



Whilst Golar is involved in all phases of an asset's life, we contribute to the circular economy in two meaningful ways:

Re-purpose: Our LNG carrier to FLNG conversions add decades to the life of a good quality asset that would otherwise be scrapped. This process significantly reduces the need for virgin steel, saving up to 63,000 tons of CO2 emissions per conversion – approximately equivalent to taking 13,000 cars off the road for a year.

Reuse: After a transformed FLNG has produced its first gas field it can relocate to another field nearby or in a completely different part of the world, leaving little to no trace of its existence.

Repurposing an existing LNG carrier makes great business sense too. Not only is it cheaper than building a comparable FLNG from scratch, it is also quicker. Time is money – and when each of these FLNG's cost \$1.7 billion plus, time can cost a lot of money.

1 FLNG Hilli

Designed and built for Golar in 1975 using high quality materials, the Hilli traded around the globe as an LNG carrier for most of the next 40-years. In 2014, having reached the end of her trading life, she entered a shipyard where she was converted into **Golar's first FLNG**. Completing her transformation to a FLNG in 2017, she then proceeded to Cameroon where she produced LNG offshore Kribi for the next 8-years. In August 2026 she disconnected from her

mooring and departed, leaving virtually no trace, to prepare for her next 20-year contract offshore Argentina. **By the time she completes her contract in Argentina, the original Hilli asset will be ~ 72-years old.**

Steel and other metals on the original vessel appear to be weathering better than their modern-day equivalents, reducing the need for certain maintenance related consumption too. Another win!

2 FLNG Gimi

Designed and built for Golar in 1976 using the same high-quality materials, Gimi also traded as an LNG carrier for most of the next 40-years. In 2019, she entered a shipyard where she was converted into **Golar's second FLNG**. Completing her transformation in 2023, she then proceeded to

Mauritania and Senegal where she will produce LNG for the next 20-years. In 2045 she will undergo a life extension exercise that is expected to allow for a further 10-years of operations. **At the end of this period the original Gimi asset will be ~ 79 years old.**

3 MKII FLNG

Golar is converting the 2004 built Fuji LNG (renamed Esperanza) and a further vessel into its next generation 3.5MTPA MKII FLNG's. Based on the fate of comparable LNG carriers in the current market, these high quality but dated ships would have likely been sold for scrap. After completion of the 22 year old

FLNG Esperanza's yard conversion she will proceed to Argentina to fulfil a 20-year FLNG contract. Thereafter, like Gimi, she will undergo a life extension exercise that is expected to allow for a further 10-years of operations elsewhere. **At the end of this period the original vessel will be ~ 53 years old.**

Did you know?

A typical ship built today has a useful life of **25 years.**

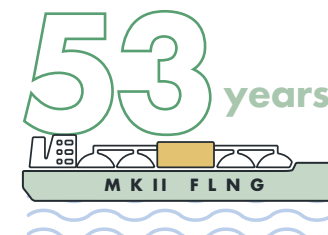
At the end of her next contract the original Hilli asset will reach:



Following a post contract life extension exercise the original Gimi asset will reach:



Following a post contract life extension exercise the original Fuji LNG will reach:



“The MK II FLNG is expected to deliver an up to 25% reduction in carbon intensity compared to our MKI FLNG's.

Golar is a pure-play provider of FLNG as a service today.

In the early 2000's we also pioneered the LNG carrier to Floating Storage and Regas unit (FSRU) conversion concept. Five other Golar carriers were converted into FSRU's. FSRU's are floating LNG import terminals that allow end users, amongst other things, to balance base load energy requirements with intermittent renewables, reduce their dependence on piped gas from an aggressive neighbour or grow flexibly without recourse to coal or fuel oil. All five vessels safely operated well beyond their original shelf-life as a result.

Compared to newbuild FSRU's, the CO2 emission savings from our FSRU conversions would also be significant, potentially avoiding hundreds of thousands of tons of CO2.

**Q: Why is this all so important?
A: Earth Overshoot Day**

Earth Overshoot Day marks the date when humanity's demand for ecological resources and services exceeds what Earth can regenerate in that same year. It signifies the point at which the world enters an ecological deficit, having used up its "budget" for the year. In 2025, this date fell on July 24.

“Approximately 1.8 Earths are needed to sustain the current rate of consumption.



FULL UNIT PRODUCTION INCREASES EFFICIENCY IN OPERATIONS

During 2025 we started operations of the FLNG Gimi offshore Mauritania and Senegal. The Gimi marks our second FLNG in operation, and the first unit with full capacity utilisation of all 4 liquefaction trains. We are pleased to see the unit continue Hilli's market leading operational uptime. The increased capacity utilisation of Gimi has led to improved efficiency of our liquefaction performance. Following the Commercial Operations Date in June 2025 we have reduced retainage performance to a market leading ~7% vs. an industry average of ~10%, including land-based liquefaction plants. This lower fuel consumption leads to higher efficiency of energy consumed per unit of output with both environmental and economic benefits to the operations.

We expect to see continued improvements in the efficiency of our operations. Several initiatives to further improve are in development. These include (i) digitalisation of our operations and machine learning to optimise operations to intra-day and seasonal ambient temperature, (ii) hardware improvements to our growth units with further efficiency advantages, (iii) working with equipment suppliers to develop more efficient components to enhance the liquefaction process, and (iv) advancing new technologies with potential to significantly reduce emissions. We continue to seek solutions that increase our efficiency, reduce emissions and have a

measurable economic benefit to our stakeholders.

The LNG industry is increasing concentration of supply. By 2031 it is estimated that ~53% of global supply will be sourced from the US and Qatar, up from a combined market share of ~40% today. Abundant gas reserves in other parts of the world are now seeing increasing demand from off-takers that seek to diversify their LNG supply. Focus on LNG diversification and security of supply together with increasing industry adoption of FLNG technology has created a positive backdrop for FLNG build out.

In response to this market backdrop we ordered our fourth FLNG in August 2026. We continue to convert existing LNG carriers for our FLNG projects. Converting existing carriers has strong environmental and economic benefits compared to newbuilds. By re-purposing an existing carrier, we use significantly less steel in construction, save approximately 12-18 months of construction time, reduce total capex of the FLNG, and extend the life of the donor vessel. For our MKII design we expect to see continued operational efficiencies vs. Hilli and Gimi due to increased scale and further efficiency improvements.

We continue our strong commitment to the areas surrounding our operations and employees. Our commitments include contractual as well as voluntary initiatives to better our surroundings and to develop our people. For 2025 we

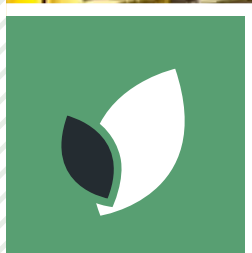
maintained 90% local staff onshore in Cameroon and 42% for offshore staff. We continued our sponsorships of local infrastructure projects and education initiatives. As Hilli left Cameroon in August 2026 at end of her inaugural contract we have worked closely with our local colleagues to prepare for a time without Golar FLNG operations in Cameroon. We hope to find opportunities to return to Cameroon for future FLNG projects, building on the success of Hilli's 8 years of operations and having contributed more than USD 1.5bn of value to the Government of Cameroon.

We are equally pleased to have seen a solid start to our operations in Mauritania and Senegal and to see the strong and increasing participation of local staff, suppliers and partners who will contribute to Gimi's ongoing success throughout the unit's 20-year contract. Positive progress is also being made with preparations for our operations of Hilli and the Esperanza in Argentina.

We remain committed to remain a global leader for FLNG operations and will continue to seek efficiency advances that benefit our ESG targets as well as improve the economic proposition of Golar's FLNG offering to our stakeholders.

Karl Fredrik Staubo
Chief Executive Officer

OUR SOLUTION



FLNG Gimi introduced Mauritania and Senegal to world LNG markets in 2025. Golar is actively supporting partner initiatives to make even more efficient use of existing infrastructure.

2. OUR SOLUTION

Typical onshore LNG export projects take 5+ years to construct, require 20-year offtake agreements in order to secure financing, and service gas reserves large enough to support operational lifetimes of at least 30-years.

Floating LNG plants allow companies to process gas offshore, avoiding the need to build extensive land-based facilities, which reduces regulatory delays and security risks in politically unstable regions. They can also be deployed more quickly and relocated once reserves are produced, allowing owners to use the same asset across multiple projects.

We have proven technology that can bring gas to market in three to four years and a leading operational track record. As demonstrated by FLNG Hilli, the ability to redeploy our assets and a competitively low capex per

ton means we can secure financing and attractive returns with a gas supply agreement as short as 8-years. This is potentially very attractive to resource owners that seek access to LNG markets but may not have sufficient proven gas reserves to commit to a 20-year supply agreement.

Our flexible low-cost solution also facilitates rapid market access for larger onshore gas field owners. Should they wish, resource holders can then reinvest profits from the sale of LNG produced by FLNGs into larger, more expensive, slower to deliver land-based facilities.

As well as creating new supply sources, our FLNG solution can bring new employment, investment and tax revenues to the host country.

Another attractive feature of Golar's technology is that our FLNG solutions have a competitively low carbon footprint per ton liquefied. **Efficiency enhancing technology, including air inlet chilling and additional liquid expanders is being incorporated into the MK II FLNG's** now under construction. We continuously strive to improve and are supporting the development of other technologies for future FLNGs, including **Aqualung's carbon capture membrane system.**



Out of sight, out of mind: Visibility and sound impact on human settlements is generating increasing resistance to many land-based renewables initiatives. This impact can be minimised or eliminated altogether with a FLNG.

BIODIVERSITY

Biodiversity concerns are not unique to our business. Surprisingly, they also represent a challenge to the rollout of new renewable projects, the land-use requirements of which can undermine both biodiversity and public support. This creates another dilemma: balancing the requirements of the Global Biodiversity Framework and a 'not-in-my-backyard' electorate, with the land-use changes required to accommodate renewables. Academic consensus appears to be that near-term loss of biodiversity to make way for new renewables infrastructure is a price that may have to be paid given that climate change is expected to be the number one cause of biodiversity loss by 2050. An emerging aesthetic-based resistance to this in certain major economies does however restrict the ability to deliver this infrastructure.

As we operate offshore, Golar's FLNG solutions do not encounter the same level of resistance, although

we do have a minor impact on the ambient seawater temperature immediately surrounding our FLNG. **Our FLNG's do not draw on fresh water supplies,** and visibility and sound impact on human settlements can be minimised or completely eliminated.

After a previously stranded gas field is depleted, we can relocate to a new one, leaving little trace of our existence and none of the impact on sensitive coastal habitats and wetlands associated with many land-based LNG export projects that require acres of space, dredging and often result in large abandoned unsightly industrial complexes at the end of their useful life.

Our FLNG's are not a substitute for renewables, but they can contribute to the energy transition without the need for some of the biodiversity and human trade-offs required to deliver a land-based LNG project.

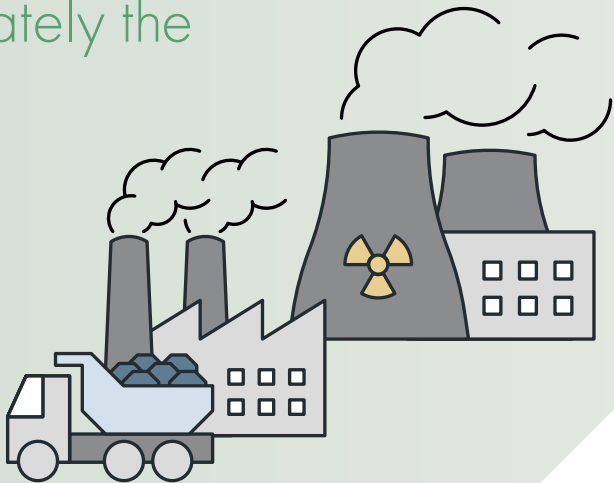
After a previously stranded gas field is depleted, we can relocate to a new one leaving little to no trace of our existence.

Golar's three contracted FLNGs produce approximately the same energy as:

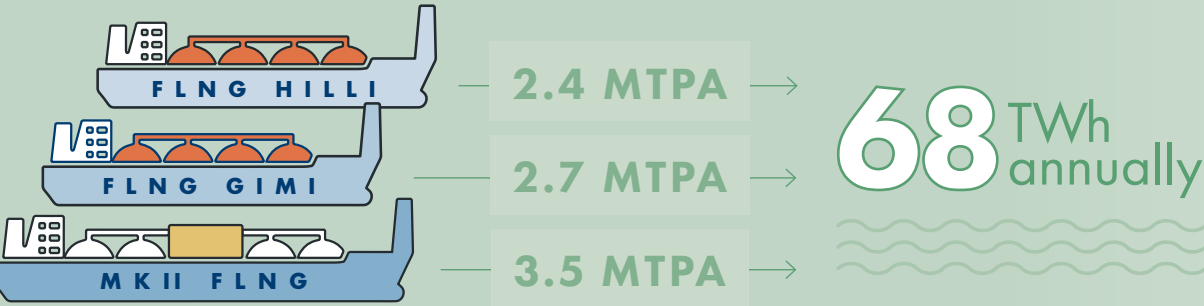
8 nuclear reactors (typically 1 GW per reactor)

or

13 600 MW coal fired power plants



Golar's three contracted FLNGs will produce energy equivalent to:



Which could power

One year
worth of electricity usage
for the whole of Switzerland

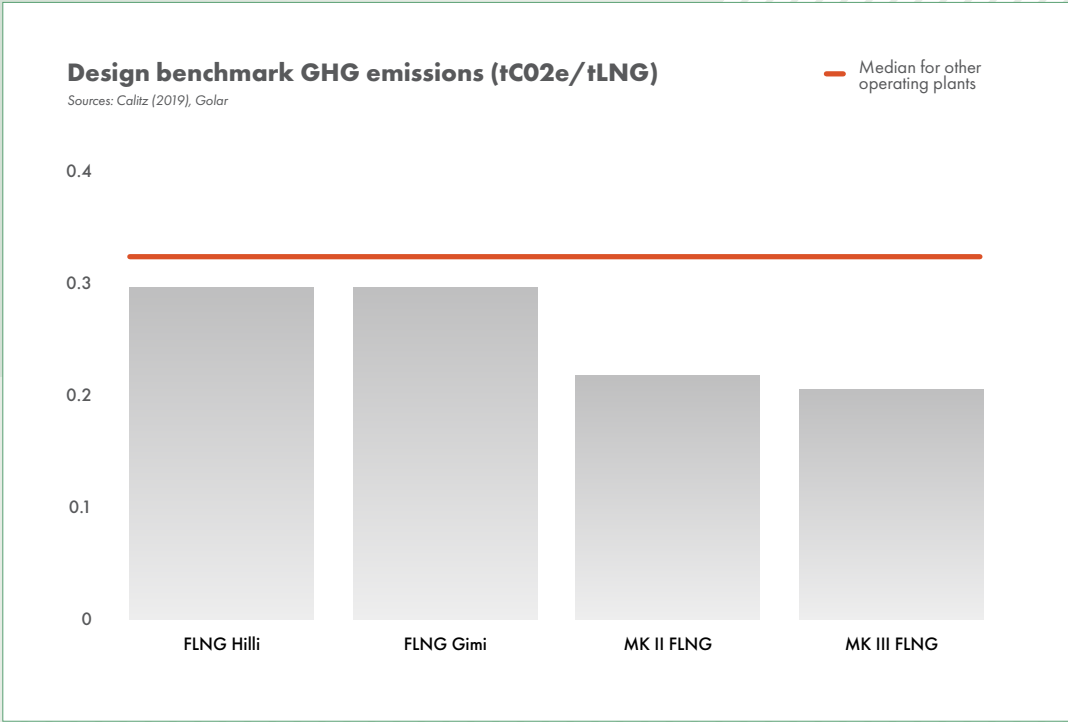


or

18 million homes
across the EU for one year



“Low and falling: The carbon intensity of our FLNGs is competitively low compared to land-based facilities that should have the benefit of scale.”



With Golar, in addition to adding new supply sources that deliver energy security, you can:

Monetise – Smaller gas fields and justify the investment with strong returns over a shorter than usual contract period, or larger fields using FLNG as a gateway to future land-based production.

Accelerate – Bring gas to market quickly and rely on supply from a market leading operator.

Clean – Reduce emissions immediately by replacing coal and oil with the cleanest burning fossil fuel.

Lower cost – Remain cost competitive even in a very low commodity price environment.

Experience – Access 55 years of pioneering LNG expertise; and,

Impact – Achieve all of this with competitively low emissions per ton of LNG produced and a lighter impact on biodiversity.

ESG GOVERNANCE AND MATERIALITY



“The answer to risk is not always to run away from it. The flipside is often opportunity.”



Our ethos is supported by a strong governance framework but there will always be ways we can further improve.

3. ESG GOVERNANCE AND MATERIALITY

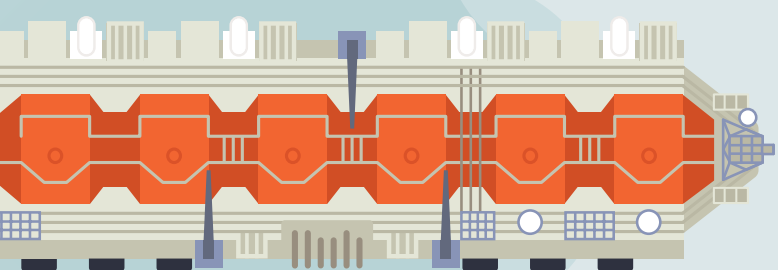
By voluntarily setting and actively seeking to achieve ESG targets we hope to further reduce the chances of stakeholders waking up to a negative headline about Golar. Effective governance provides the framework for organisations to navigate and manage change successfully.

Golar's governance structures have stood the test of time and change. The values associated with a company committed to ESG were embedded in our culture long before the concept was given a name. They will endure even if popular attention to ESG wavers or established multilateral rules and governance standards come under pressure.

The Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD) developed voluntary disclosures that could promote more informed investment decisions. The disclosures focus on four areas: Governance, Risk Management, Strategy and Metrics. Within this section we re-present information on Governance and Risk Management. Information regarding our strategy is included

below. The targets and metrics used to manage our climate-related risks and opportunities are disclosed within section 4 and Appendix 1.

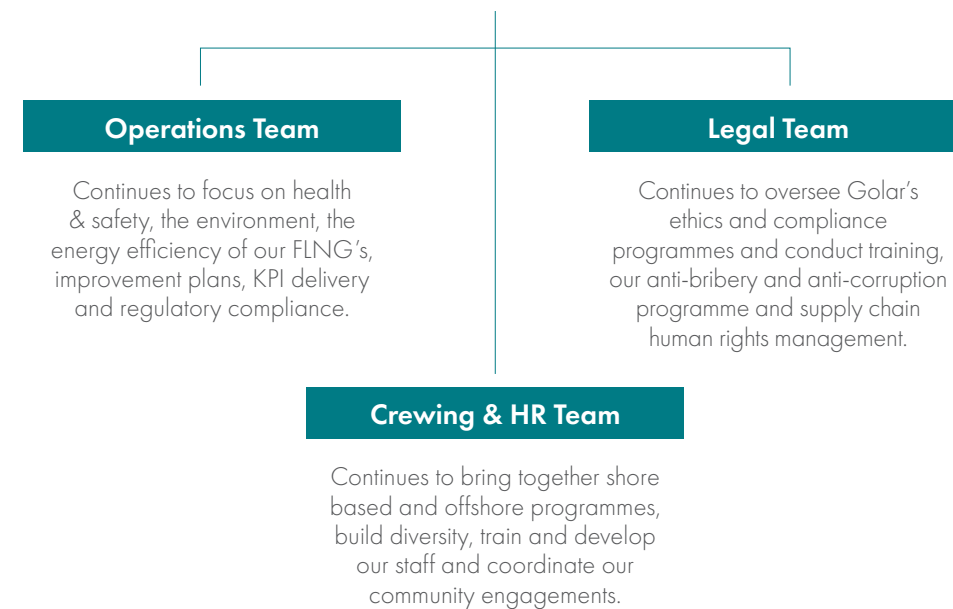
The number of physical assets owned and operated by Golar has been reduced from 22 when we set up our ESG structures in 2020, to just 2, admittedly very large, complex and valuable operating assets today. The corporate simplification exercise that involved selling our shipping, FSRU and gas to power businesses so that we could focus on our unique competitive advantage, FLNG as a service, is complete. In response we have consolidated our Operations, People & Communities and Governance & Ethics committees into the existing Safety Environment & Ethics Committee (SEE).



The Safety, Environment & Ethics Committee

Responsible for oversight of ESG projects, focus areas, KPI performance, implementation of strategy set by the Board, management of climate change related issues and external reporting. The committee identifies, assesses and monitors climate risks and opportunities, with the highest rated presented to the Board. Chaired by an independent Board member, this committee has top level representation including a second Board member, the CEO, COO, CFO together with IR and HSSEQ representatives.

The former sub-committees might not exist but their departments, reporting structures and focus areas continue to thrive and deliver:



GOVERNANCE

Board oversight

Golar's Board and Audit Committee meet with Senior Management on a regular basis and are informed about climate-related risks and opportunities through the Company's routine business updates and risk assessments. The Board is provided with specific ESG information, which includes reminders of the Company's 2030 ambitions, an overview of the Company's progress and further

actions to be taken. Due to the nature of our business, climate related issues are directly related to and considered as part of the overall business strategy.

Similar to the Company's financial reporting process, Board members review and contribute to the Company's ESG report before it is released to the public.

Two swallows don't make a summer, but with less "meeting" and more "do" time, we are delighted to see our 2025 performance improve, meet or beat many of our targets.



RISK MANAGEMENT

Identifying and addressing risks and opportunities: The identification and assessment of climate related risks and opportunities is embedded within our overall risk management processes.

Golar uses the International Organisation for Standardisation (ISO”) framework when creating our internal control environment. The ISO framework provides a set of standards with a structured approach that encompasses the control environment, risk assessments, management systems, occupational health and safety, information and communication and monitoring activities aimed at assisting organisations in establishing effective internal management systems to achieve their objectives and manage risks.

Risk Management is a key part of the framework. We manage risk at all levels from safe job analysis onboard our offshore assets to strategic level corporate risk management. Risk management areas covered include:

- Commercial.
- Finance.
- Projects.
- Operations.
- Sustainability.
- IT.
- Human Resources; and,
- Process Safety.

Corporate level risk assessments are conducted twice yearly. All identified risks are quantified and ranked according to criticality. For each risk a risk owner is nominated and mitigating actions are identified.

If there is a significant event that will affect the business, we will risk assess that separately. Going from a single asset operation to a two-asset operation, entering substantive business development discussions with a new counterparty or selling an asset are examples of significant changes.

All risks are assessed using a likelihood and impact matrix, both measured on a scale of 1 to 5.

Likelihood is measured on a scale of **1: Rare** to **5: Very Likely**. Impact is also measured on a scale of **1: Negligible** to **5: Catastrophic** with consideration being given to the potential scale of:



Harm to People



Harm to Environment



Financial loss/harm to assets



Reputational damage

OPPORTUNITIES

TYPE	OPPORTUNITY	IMPACT	SHORT TERM	LONG TERM
TRANSITION RISKS				
ENERGY SOURCE	Our technology can support moving towards the Paris Agreement goal by immediately reducing emissions through replacement of coal and oil.	Reputational benefits resulting in increased demand for our goods/services.	✓	✓
		Avoiding the impact of chronic climate change risks.		
PRODUCTS AND SERVICES	Use of new technologies to lower carbon emissions from hydrocarbon production.	Reduced exposure to GHG emissions and less sensitivity to changes in cost of carbon.		
		Returns on investment in new technologies: Aqualung carbon capture.	✓	✓
		Reputational benefits resulting in increased demand for our goods/services.		
RESOURCE EFFICIENCY	We contribute to circularity by repurposing assets, lowering upfront emissions and capital expenditure required.	Our FLNG solution is cheaper than our competitors, increasing accessibility to our goods/services.	✓	✓
MARKETS	Growth in markets for LNG and FLNG, with more countries reducing reliance on pipeline gas, coal and single dominant suppliers.	Opportunities for growth in floating liquefaction (to meet additional supply requirements).	✓	
	Changes in customer preference away from long offtake agreements. Our low capex per tonne means we can be competitive over shorter time periods.	Increased demand for our goods/services.	✓	✓

What we consider material varies across the different impact categories.

Mitigating actions include:

- Termination/avoidance.
- Action to reduce the probability of occurrence.
- Action to reduce the impact.
- Transference of the risk; or,
- Acceptance of the risk.

The overall corporate risk assessment is reviewed by Senior Management and top risks are presented to the Board and Audit Committee.

We have included key points from our risk and opportunities assessment, presented following TCFD guidance.

Key points to note include:

- The risks and opportunities mentioned below could have a material impact on the organisation, with material in this case meaning those assigned a “high” rating; and,
- We have displayed the risks and opportunities across two time horizons, short-term being the next 5 years and long-term referring to the period afterwards. We have marked in which period the risk or opportunity is rated high.

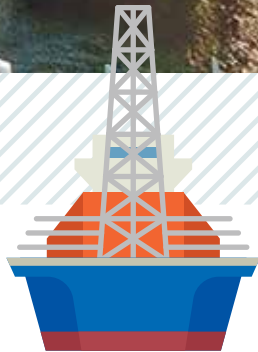
We have helped reshape our industry three times in the last three decades by taking certain risks.

1. Early entrant to spot LNG shipping market and pioneer pooling operator.
2. FSRU conversion pioneer.
3. FLNG conversion pioneer.

They don’t always pay off as quickly as expected, but not taking risk is also a risk. That can compromise entrepreneurship itself. The risks we take will always be calculated, never reckless.

CLIMATE-RELATED RISKS

CLIMATE RELATED RISKS			APPLICABLE TIME HORIZON	
TYPE	RISK	IMPACT	SHORT TERM	LONG TERM
TRANSITION RISKS				
POLICY & LEGAL	Increased environmental regulations which our existing infrastructure and new projects would need to comply with.	Increased project development costs and operating costs to ensure compliance.		✓
	Government policy changes, such as additional disclosure requirements (new CSRD requirements), carbon policies, regulations and subsidies for low carbon or renewable energy sources, affect the attractiveness and cost competitiveness of LNG.	Higher costs for LNG and reduced global demand leading to lower infrastructure returns and opportunities for growth.		✓
MARKET	Uncertainty in the balance of LNG supply and demand.	Energy price volatility resulting in demand destruction in high price environments and losses and lack of investment in low price environments. This price volatility might reduce the attractiveness of LNG compared to some other energy sources.		✓
	Increased capex and operating costs as a result of global inflationary pressures.	Reduced demand for future projects due to higher investment needed and /or lower returns for our shareholders.	✓	✓
REPUTATIONAL	Concern that emission reductions offered by switching from coal and oil or pipeline gas to LNG might not be as substantial as expected due to fugitive methane emissions from LNG value chain.	Decreased demand for our solution affects growth plans.		✓
		Challenges in obtaining financing for new projects or re-financing existing debt.		
	Negative stakeholder feedback on Golar and its contribution to the LNG supply chain.	Challenge to social rights to operate and the ability to attract and retain talent.		
		Disruption to operations due to loss of expertise or interference from activist groups		
TECHNOLOGY	Technological advancements leading to market share of low carbon and renewable energy sources exceeding current expectations and models.	Lower global LNG demand reducing opportunities for future infrastructure projects.		✓
TRANSITION RISKS				
ACUTE	Increased severe weather events, causing operational downtime or damage.	Reduced revenue from lower production.		✓
		Write-offs and early retirement of existing assets.		
		Increased capital costs.		
		Increased insurance premiums.		
		Fewer locations with suitable metocean conditions.		
CHRONIC	Increased sea and air temperatures leading to reduced efficiency.	Reduced revenues from lower output.		✓
		Reduced opportunities for locations of new projects.		



An interesting risk that we monitor is the impact of ambient temperatures on the production capacity of a FLNG. Rising global temperatures could reduce FLNG capacity over a 20-year contract term. The impact is not expected to be material, however FLNG employment contracts can be structured to protect Golar against any impact of global warming on production commitments made to a customer.

Rising demand for AI and reliable baseload energy, a growing world population, the amount of coal consumption to be displaced, declining output from legacy gas fields, the need for supply side diversification, a lack of real progress on alternative clean energy sources despite significant

investment collectively set against the requirement for urgent action to contain global temperature rises means we see a clear need for our FLNG solution. **We offer a cleaner alternative to coal right now with competitively low emissions per ton of LNG produced and a lighter impact on biodiversity.** We are also proactively supporting the research and development of promising technologies to enable us to offer an even cleaner solution that can continue to be used throughout and after the transition. We therefore believe that Golar’s business strategy will be resilient during and after the transition to a low-carbon economy.



A quick win: LNG, when part of a thoughtful transition strategy can partially mitigate climate risk.

OUR KEY FOCUS AREAS five

Golar is proud to support the UN Global Compact and the principles of the 2016 United Nations Paris Agreement and the wider UN sustainability agenda, including the associated Sustainable Development Goals (SDGs). While Golar supports all the SDGs, we identified four goals that align most to our strategy and sustainability priorities, as demonstrated below.



7 AFFORDABLE AND CLEAN ENERGY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

ENVIRONMENTAL IMPACT

Supporting the energy transition through our low cost, quick delivery infrastructure, providing opportunities for emissions reduction by switching from coal and oil.

Providing access to natural gas, a clean and flexible fossil fuel – quick to fire up when needed and shut down when not.

Aiming to maintain low emissions on existing assets and operating responsibly to limit our overall environmental impact.



8 DECENT WORK AND ECONOMIC GROWTH

PEOPLE AND COMMUNITIES

Retaining our greatest asset, our people.

Employing local offshore workers and office personnel and procuring goods locally wherever feasible.

Giving back to the communities in which we operate.

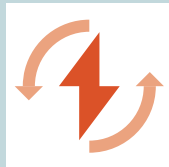


8 DECENT WORK AND ECONOMIC GROWTH

HEALTH, SAFETY AND SECURITY

Prioritising safety, both in our own operations and within our supply chain.

Maintaining safety through learning and cooperation, fostering a sense of community, and minimising risk.



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

13 CLIMATE ACTION

INNOVATION AND TRANSITION

Rethinking the FLNG conversion process with our MKII FLNG offering, to reduce the time to bring LNG to market.

Incorporating pioneering FLNG technology into recycled assets, continuing our innovative approach to the design of new assets to ensure an even smaller carbon footprint, and investing in other emission reduction technologies.



8 DECENT WORK AND ECONOMIC GROWTH

GOVERNANCE AND BUSINESS ETHICS

Committing to principles of transparency and human rights, in all aspects of our business, both for our own staff and contractors but also across our supply chain.

Maintaining a culture committed to ethical conduct and compliance with anti-bribery and corruption laws.

FOCUSING ON WHAT MATTERS MOST

Golar is not currently subject to the requirements of the European Corporate Social Responsibility Directive (CSRD) but is committed to taking an impact-based approach to setting sustainability goals and making regular ESG disclosures in line with our reporting guidelines.

We do not apply a specific overall reporting standard but focus on the ESG issues that matter most to Golar, have the highest impact, are relevant to our business model and are of most interest to our stakeholders.

To determine these topics, we conducted a comprehensive materiality assessment. We applied the Global Reporting Initiative (GRI) principle of materiality, defined as topics that reflect significant economic, environmental and social impacts and/or substantively influence stakeholders' assessments of the organisation's ESG performance.

Our assessment included:

- Internal workshops across our business.
- External engagement with key sustainability stakeholders.
- Assessment of our existing internal reporting.
- Benchmarking against proxy peers and other public reports documenting key issues for LNG; and,
- A review of applicable industry and ESG standards such as SASB, GRI and IPIECA.

This led to the development of the five key areas of focus outlined in this section, our 2030 ambitions and the associated KPIs used to measure our performance.

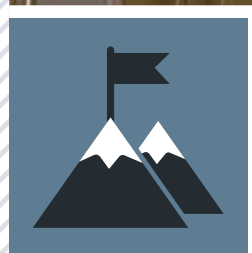
Although the five key focus areas remain as relevant today as they were at the time of our initial materiality assessment, there have been some modifications to the metrics within them following our exit from the shipping and downstream business. Details of our KPIs, targets and any subsequent changes to them are described in the '2030 Ambitions' discussion that follows.

The Poseidon Principles are preparing to expand beyond decarbonisation into wider environmental and social areas and we will be ready for this.



FLNG Crew conference – Amsterdam

2030 AMBITIONS



4. 2030 AMBITIONS

In 2020 we developed a range of challenging long-term goals designed to make a positive impact on our ESG performance by 2030. These reflect our belief that whilst it is not possible to predict exactly what form the energy transition will take, or how our sector will react, action is required now to meet decarbonisation ambitions.

The sale of our shipping and FSRU assets between 2021 and early 2025 means that Golar has evolved from a more traditional shipping company into a pure play FLNG owner/operator. As a result, certain shipping and FSRU metrics that are no longer relevant to us have been dropped and a Health, Safety and Security KPI has been modified.

We have also added new disclosures including energy consumed in MWh, number of spills, number of environmental fines, gender split and board attendance. Although they do not have official targets attached, we seek to prevent spills and environmental fines altogether and improve our performance on each of the other metrics too.



Innovation and Transition

We are proud of our reputation for implementing innovative ideas in our industry. We will continue to identify, initiate and support pioneering solutions to support the energy transition.

Our target is to:

- Utilise our investment in carbon capture technology which could fit into the footprint of future FLNG units, potentially providing charterers with the option to significantly reduce carbon emissions from liquefaction.



Health, Safety and Security

Safety is our number one priority. We want to protect our people, their families and our communities. We want to be a preferred employer and aspire to a culture of zero harm.

Prior to the sale of our shipping and FSRU assets that made up most of our fleet, **our targets were to:**

- Achieve zero fatalities and sustain a lost-time injury frequency (LTIF) below 0.80 per million exposure hours; and,
- Maintain a “best in class” safety framework compliant with the highest standards in our industry.

To align with our offshore installation industry peers, it has been decided to move away from reporting in

accordance with the voluntary OCIMF reporting scheme, and to adopt formal Flag State reporting requirements. From 2025 the shipping-oriented metrics ‘total recordable case frequency’ (TRCF) and LTIF have therefore been replaced by ‘Reportable Injury Frequency’ (RIF).

Moving forward, with 2 FLNG’s in operation and average annual person-hours per FLNG of around 850 000, **our targets are to:**

- Achieve zero fatalities and sustain a Reportable Injury Frequency of ≤ 0.80; and,
- Maintain a “best in class” safety framework compliant with the highest standards in our industry.



If the environment changes but your metrics don't, you're optimising for a past that no longer exists.

**REDUCE
CARBON
EMISSIONS**
from liquefaction

850,000
PERSON-HOURS
on average **per**
FLNG annually

**BEST
IN CLASS**
safety framework
maintained

we aim to **achieve**
ZERO
FATALITIES



Countries and companies are backsliding on environmental commitments. Fashions change, but strong environmental standards are good for business and will endure.

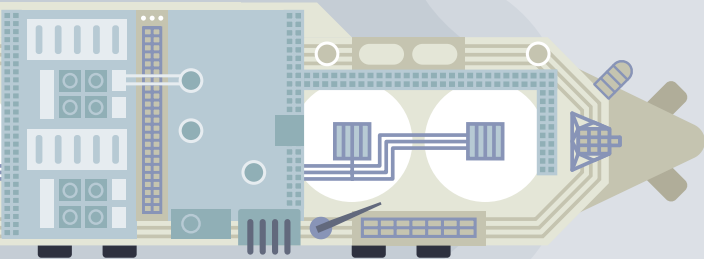
95%
offshore personnel
retention rate

90%
onshore staff
retention rate

**RESPECTING
HUMAN
RIGHTS**
in our **supply chain**

20%
reduction
in total waste

**ZERO
SERIOUS**
environmental events



People and Communities

People

We aim to be a preferred employer through our culture as a learning organisation and our focus on the development of our staff.

Our targets are to:

- Achieve a retention rate of 95% for offshore personnel; and,
- Achieve a retention rate of 90% for onshore personnel.

Communities

As our business develops, we are more involved in our communities than ever. We take our role seriously and aim to have a lasting positive impact on the development of our communities through:

- Charitable work; and,
- Hiring and procuring locally where we can.



Governance and Ethics

We are committed to maintaining high standards of governance and ethical conduct wherever we are in the world. We acknowledge the challenges in our industry and take action to ensure they do not have an impact on our organisation or supply chain.

We focus on:

- Ensuring human rights are respected in our supply chain; and,
- A robust system to comply with anti-bribery and corruption laws and regulations as well as maintaining our culture of compliance.



Environmental Impact

FLNG

Our FLNG platform offers an efficient fully marinised solution with highly competitive CO₂e emissions, but we are actively exploring how we can further reduce our footprint in future FLNG vessels.

Our targets are to:

- Consistently achieve our benchmark emissions intensity of 0.30 TCO₂e / T LNG on the currently operating MK I FLNG's Hilli and Gimi.

- Maintain highly competitive greenhouse gas footprints. The MKII FLNG currently under construction is expected to deliver an up to 25% reduction in carbon intensity compared to the above MK I FLNGs once fully operational; and,
- Continue to monitor technologies which could deliver even greater improvements in emission intensity, such as carbon capture.

Waste & spills

We are committed to reducing our total environmental footprint, not just emissions.

Our targets include:

- Zero serious environmental events; and,
- Reducing total waste (oily and non-oily) by 20% compared to our 2019 benchmark.



Decarbonisation is going to happen even if the timeline might be optimistic.

OUR KEY FOCUS AREAS





KEY FOCUS AREA

Health, safety and security

We remain firmly of the view that zero harm to people, the environment and company assets can be achieved by reinforcing a learning organisation culture.

Golar's 8 leadership behaviours

form the foundations of our safety culture



Trust

People act with good intentions



Care

Show your colleagues that you care about their wellbeing



Openness

Be open to feedback from others



Learn

See failure as a vital source of learning



Feedback

Give critical feedback without blame or causing shame



Speak up

Say it If you see something of concern



Team

Collaborate towards common goals and agreed norms



Dilemmas

Manage dilemmas arising from conflicting interests



Our HSSEQ strategy is built around preventing major accidents, strengthening asset integrity, ensuring regulatory compliance, and driving continuous improvement through transparency, digitalisation and shared learning.

HSSEQ 2025 FOCUS AREAS

During 2025, we advanced a selection of focus areas to reinforce our commitment to safe, reliable and responsible operations.

Major Accident Prevention and Barrier Management: A central priority has been enhancements to Major Accident Prevention and Barrier Management, aimed at strengthening our understanding of risk and reinforcing the integrity of safety barriers across our assets. The idea of Barrier Management is to establish and maintain barriers so that the risk faced at any given time can be handled by preventing an undesirable incident from occurring or by limiting the consequences should such an incident occur. These barriers can be technical, operational or organisational. Documenting the barrier elements in a systematic

manner consistently across our assets gives a transparent and traceable process delivering a Barrier Status Panel that provides holistic risk visibility to Golar.

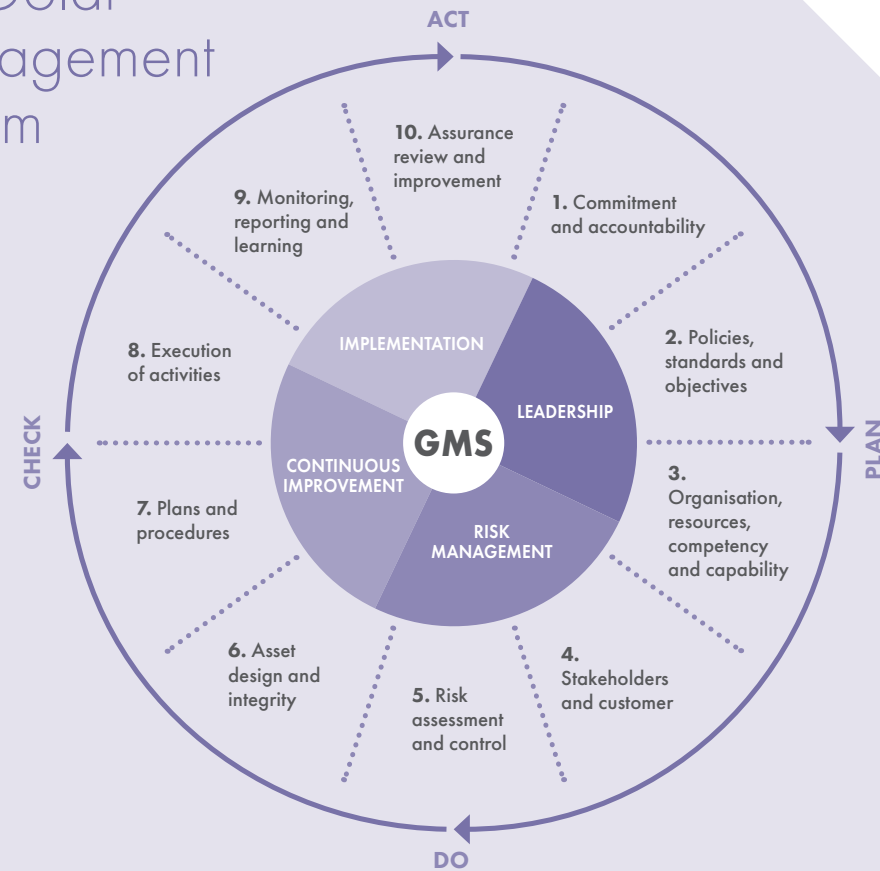
To get to this point we need to improve and add to documentation of the technical, operational and organisational barrier elements. The operational teams are actively involved in workshops and structured follow-up processes to ensure project success. The outcome will strengthen safety barrier integrity, organisational confidence and improve performance of safety-critical procedures and competence. Once the process has been concluded across all assets Golar will have a better view of cumulative risk.

Regulatory Compliance and Robust Asset Support: Maintaining compliance with national and international regulatory frameworks remains fundamental to our licence to operate. We have strengthened follow-up through our Compliance Register, ensuring systematic tracking of regulatory updates and proactive implementation of changes. This structured approach enhances control over regulatory developments and ensures that our operational practices remain aligned with evolving legal and industry standards.

Digitalisation and Transparency in HSSEQ Processes: To improve efficiency, transparency and data-driven decision-making, we have further developed our digital HSSEQ tools and processes. Performance objectives have been standardised and Power BI dashboards introduced to improve visibility of Safety & Quality performance across the organisation.



The Golar Management System



Golar Management System (GMS):

A key HSSEQ milestone in 2025 was the successful transition of our Management System into a SharePoint-based platform. This transition represents a significant step forward in strengthening governance, accessibility and operational efficiency. The new SharePoint application enhances the user experience through improved structure, search functionality and intuitive navigation. Digitalisation of the GMS contributes directly to stronger compliance, transparency and quality in execution. Improved

accessibility reduces the risk of outdated or inconsistent practices and supports better decision-making in daily operations. This transformation not only improves efficiency but also reinforces our commitment to continuous improvement, regulatory compliance and operational excellence — key pillars of our HSSEQ strategy.

Driving Sustainable and Safe Operations: Together, these HSSEQ focus areas reinforce our commitment to preventing major accidents, protecting people and

the environment, and ensuring high standards of governance and operational excellence. Through structured barrier management, digitalisation, regulatory discipline and a strong learning culture, we continue to strengthen resilience and support our long-term ESG objectives.

SECURITY

Security plans have been established for our FLNGs, our offices and their associated logistics. The security plans for our assets on the water are ISPS certified.

EXCELLENCE IN QUALITY AND SAFETY

Excellence in quality and safety. The base line for our safety culture and the Golar way of doing things is documented in the GMS. The GMS is certified according to the following standards:

- ISM.
- ISO 9001.
- ISO 14001.
- ISO 45001.
- MLC.
- ISPS; and,
- ISO 27001 (IT department only).

We work actively to keep strengthening our organisational culture to support our quality and safety objectives. Formalised training and continual focus on communication and collaboration helps us raise the bar above the minimum requirements outlined in the standards. We regularly meet with our offshore employees and encourage them to pinpoint weaknesses and suggest how these can be mitigated.

Plan-Do-Check-Act: At the beginning of the year, Key Objectives were set for operations, with Our People, Our Targets, Integrity and Our Contributions as the key drivers for the Plan-Do-Check-Act principle of Continuous improvement (Rf. ISO 9001). Throughout the year, focus has been on improving pre-work toolbox talks, self-verification and situational awareness, including dynamic risk assessment during execution of work. There has also been a continued focus on addressing ergonomic exposure, as historically most injuries that have occurred onboard FLNG Hilli have ergonomic elements as contributing factors.

Golar is also a member of Step Change in Safety (a membership organisation with the key mission to prevent incidents and injuries across the energy industry).

Quarterly Safety Campaigns held on our FLNGs followed the Annual Themes by SCIS. These were:

- Q1 Prevention of Major Accidents.
- Q2 Prevention of Personal Injury.
- Q3 Safe Lifting, Working at Height and Preventing Dropped Objects; and,
- Q4 Wellbeing and Work Environment.

Following a serious personal injury in Q4 2024 onboard Hilli (the result of falling ice), a dedicated campaign was launched in January 2025 for all crew onboard to review the injury reports from 2024 and to assess underlying causes in relation to not fulfilling or meeting 'The 7 C's of Safety' (by SCIS). These are Communication, Competence, Control of Work, Change Management, Culture, Commitment and Complacency. Results from the workshops held onboard were consolidated and improvement areas identified have subsequently been a key focus during self-verifications and permit to work audits onboard. The number of incidents with ergonomic related elements was reduced throughout 2025.



Golar's safe cards

These cards are a written report of either an unsafe act or condition or a positive behaviour and help identify trends from safety observation records to highlight weaknesses and strengths and set improvement initiatives.

Safe cards form part of a proactive process of continuous improvement. We therefore encourage offshore staff to use them to promote good practice when they see it and avoid potential future operational risks.

A high number of safety observations is positive. It indicates a high level of engagement, awareness, openness and willingness to spend time discussing safety related issues.

GIMI SAFE CARDS

1,411
observations

357
positive observations

57 participants
on average

275
self-verification and
permit to work audits

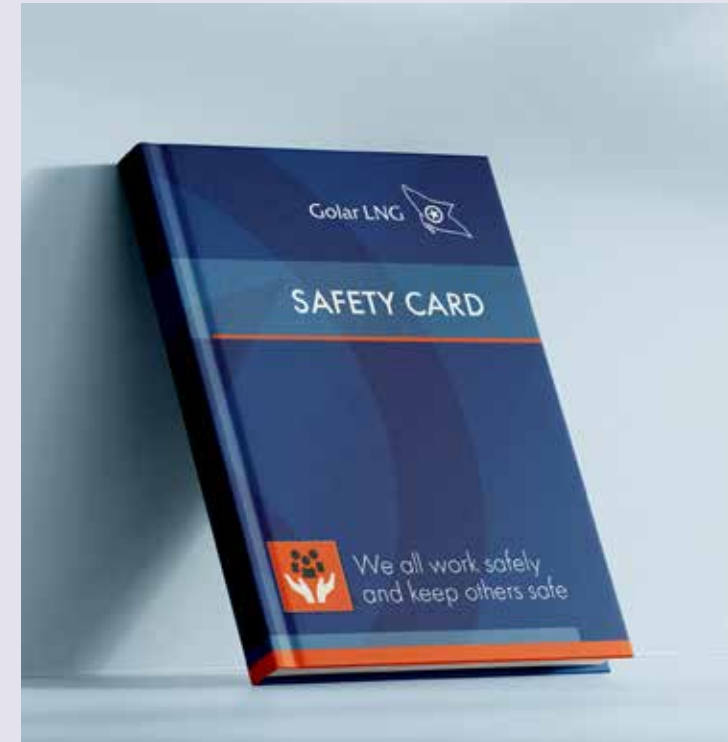
HILLI SAFE CARDS

1,318
observations

685
positive observations

54 participants
on average

1,258
self-verification and
permit to work audits



“

By the end of 2025, 4.8million hours have been worked on the MKII conversion project in China with zero Lost Time Injuries.

36 hours

training per offshore worker
towards safe and efficient
operations

Training hours spent toward safe operations: At first glance, an increase from 27 hours in 2024 to 36 in 2025 is a good thing. The reality is a little more nuanced, with an increase in recruitment due to lower retention levels necessitating additional training that may otherwise have been unnecessary.

The OH&S summary of 2025 events includes:

- Zero fatalities.
- Zero fines (OH&S or environmental); and,
- 36 hours of training per offshore worker towards safe and efficient operations.

The above are based on a full 12 calendar month period across both Hilli and Gimi. Serious Marine Incidents and Reportable Injury Frequency are calculated with reference to operational hours. FLNG Gimi commenced operations on June 12, 2025.

FLNG Hilli was operating for the full year. Collectively, 1.31 million operating hours were worked, 883,000 on board Hilli and 426,000 on board Gimi. During these operational hours there was:

- One marine casualty (a severe finger injury); and,
- A Reportable Injury Frequency of 0.76. That means we had 0.76 incidents per million work hours.

Prior to commencement of operations onboard Gimi, and therefore not included above, there was a second serious finger injury involving a contractor.



KEY FOCUS AREA

Environmental impact

We remain committed to being a responsible owner and operator. This means transparently assessing our environmental impact and investing in research and solutions that could help us reduce it.

OFFSHORE

Unlike a conventional vessel, our FLNG's do not run on diesel oil/LSFO. Instead, they use processed clean gas from a gas processing plant. Diesel oil will only be used during scheduled annual maintenance shutdowns. Our FLNGs also use a waste heat recovery system where exhaust gas from the gas turbines driving the liquefaction process is captured and used to generate power. Power generated by the heat recovery system reduces demand for power from the main boiler and gas engines. Less energy is therefore generated using fuel gas, reducing emissions from power generation.

By design, both Hilli and Gimi are expected to produce around 0.3 TCO₂e/TLNG and in 2025 we beat this design defined target on both assets. The target is already below the median intensity for most other operating liquefaction plants.

Despite not benefiting from the efficiencies available from a contract for full utilisation, Hilli delivered a record performance in 2025, achieving an intensity of 0.28. While this is expected to increase in 2026 as both the field and contract run down, we anticipate

further improvements when production at full utilisation commences under her next contract in Argentina.

With all four trains operating at maximum power, and production exceeding nameplate capacity from time to time by year end following a post commercial operations date tuning exercise, FLNG Gimi was also able to beat target, achieving an intensity factor of 0.29.

ONSHORE

At this year's World Environment Day, Golar Cameroon joined four secondary schools in Kribi to promote environmental awareness and action under the theme #BeatPlasticPollutionKribi. Plastic pollution is everywhere, but it is a disproportionately large source of pollution in Africa despite relatively low levels of consumption. Plastic washed out to sea can also find its way into our FLNG seawater intakes. This has the potential to interrupt operations and add to emissions.

Inspired by Golar's contribution to the circular economy through the repurposing of ships, students got

to demonstrate how the same could be achieved with day-to-day plastic waste. From pollution to perfection: Armed with glue, scissors, and a pile of plastic, our little artists worked their magic, and the results were nothing short of amazing!

Students also got the message about proper waste disposal and went on to demonstrate their understanding of this by competing for prizes in a quiz competition.

The hundreds of thousands of tons of emissions avoided through our eight vessel conversions to date, the competitively low footprint of our FLNGs in action and the initiatives to reduce this further are all sources of pride, but what we do in the office matters too. Our scope 2 emissions might be less than 0.0005% of our scope 1 emissions, but the way you do anything is the way you do everything, so we are working to reduce these too.

In London we have reduced the office lux level, reduced lighting inactivity sensor times, installed time locks on desk sockets and raised the server room temperature to reduce cooling requirements. In Cameroon we initiated a just-in-time system for delivery of perishables, eliminating the need for an onshore refrigeration container. In Mauritania, a solar power system has been installed. Collectively this helped keep Scope 2 location and market-based emissions in line with 2024 despite an overall increase in headcount.

CARBON INTENSITY TCO₂e/TLNG

0.28
FLNG HILLI

0.29
FLNG GIMI

SCOPE 2 EMISSIONS

35 tons
location based method

15 tons
market based method

WASTE

Waste onboard both Hilli and Gimi is handled in accordance with MARPOL, and all waste is sent to shore-based facilities for further handling. The waste is either recycled, treated for re-use or incinerated.

In the case of Hilli, all plastic is recycled into either bags or buckets and disposed oil and sludge undergoes oil/water separation before the oil is re-used for furnaces in either steel or cement plants. Metal and electric waste is treated for re-use, and other types of waste are mostly incinerated.

In the case of Gimi, wooden pallets and plastic are recycled by a local waste contractor and disposed oil undergoes oil/water separation before the oil is re-used for various lube oil blends. Metal waste is treated at another local facility producing rebars, and other types of waste is incinerated.

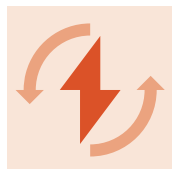
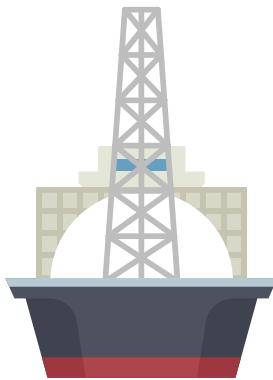
In both cases MARPOL waste certificates are issued after handling, detailing what was disposed of and how.

Measurement and inclusion of Gimi waste in our ESG metrics commenced on the commercial operations date, 12 June 2025. Since then, waste related initiatives have focussed on streamlining workflows and using site visits to our main contractor and their subcontractors to verify different waste handling streams. Collectively we are working together to minimise waste sent to landfill whilst simultaneously helping develop the local contractors' base in the region. A unique contributor to Gimi general waste is the regular use and disposal of air filters required to protect machinery from a local Harmattan phenomena. A one-off but still ongoing LED lighting upgrade project on Gimi has also contributed to comparatively high plastic waste generation.

General waste from FLNG Hilli decreased again in 2025, but absolute levels remain substantially higher than target. Now in its eighth year of continuous operations, repairs and maintenance requirements for FLNG Hilli have inevitably increased. Replacement of worn equipment adds waste, even if much of it is recycled. Not doing the repairs and maintenance could result in downtime, loss of containment, unnecessary emissions and seriously compromise health and safety. We are happy to see another decline in Hilli related waste but will always accept the trade-off between safeguarding other more important targets over an increasingly difficult to achieve waste target that was set when our fleet was dominated by simpler ships and FSRUs each employing a fraction of the crew required to operate and maintain a FLNG.



In the spirit of circularity, good quality mattresses, linen and blankets from Gimi's demobilised crew quarters were donated to a local orphanage.



KEY FOCUS AREA

Innovation and transition

Golar uses existing technology in new ways and creates and improves other technology that produces LNG with a low carbon footprint.

A TRACK RECORD OF INNOVATION

Our converted FLNG and FSRU solutions have helped redefine the LNG industry twice in the last two decades. In both cases, we offered rapid schedule and cost-effective solutions to industry problems, and redefined industry cost per MMBtu at both ends of the LNG value chain.

Former Golar FSRUs have helped Europe to quickly pivot away from Russian pipeline gas, South America to fill gaps left by intermittent hydro power, Asia to respond to the logistical complexities of an archipelago and certain Middle Eastern markets to address shortfalls caused by declining domestic production. Our FLNG's have made it possible for small West African nations to occupy a legitimate place alongside major LNG exporters, have helped end users diversify their sources of supply, and will soon be the gateway to a potentially major South American exporter, Argentina.

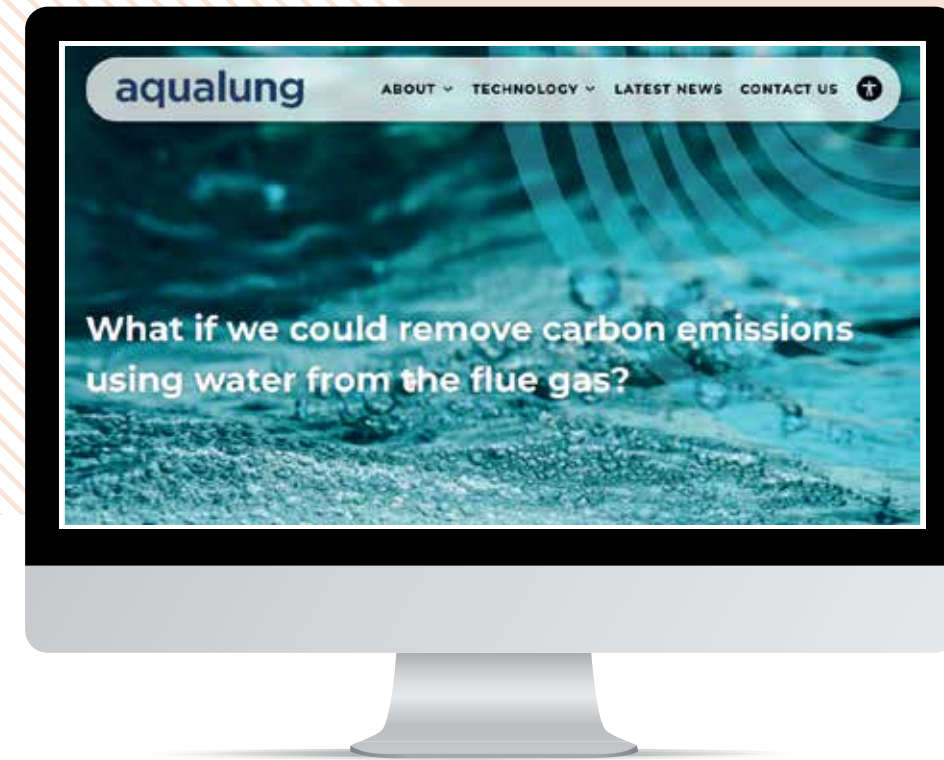
Golar's unique execution model delivers new function with less consumption. Our seven vessel conversions to date, the conversion of FLNG Esperanza now underway and another about to commence, contribute to the circular economy, adding years and often decades to the life of a vessel, recapturing value that would have been lost by scrapping, and reducing the consumption of materials that would have been needed for a new build.

As well as benefiting the circular economy, our latest MKII FLNG conversions are also expected to reduce the operational carbon intensity of LNG production by up to 25% compared to FLNG's Hilli and Gimi. Pending the results of Aqualung's efforts to commercialise their innovative carbon capture and separation membrane technology there could be further opportunities to reduce the footprint of future Golar FLNGs.

A SMALL-SCALE SOLUTION FOR LAND-BASED GAS FLARING

Macaw Energies: Driving innovation in flare gas capture and emission reduction.

During 2025, Macaw Energies focused on consolidating operational learnings from its F2X pilot deployment and positioning the technology for scalable deployment. A key milestone was the successful demobilisation and redeployment of the modular F2X unit from the United States to Brazil, demonstrating, as we are with FLNG, the mobility and flexibility of the solution across geographies. In parallel, Macaw received external recognition for its flare-to-energy technology, being shortlisted for the 2025 LNG Awards in the Energy Transition Technology category. These developments build on the technical validation and ESG assessments previously disclosed and support Macaw's continued role in enabling practical emissions-reduction solutions.



CARBON CAPTURE

Through our investment in, and active position on the Board of Aqualung, we are supporting the research and development of a three-phase hybrid facilitated transport hollow fibre membrane technology for carbon capture. Facilitated transport membranes are engineered to enable the selective and efficient permeation of target molecules through carrier-mediated transport mechanisms.

By the end of 2024, Aqualung's first iteration of a bespoke hollow fibre, designed specifically for their patented coating, was successfully tested. During 2025, Aqualung entered a strategic partnership with a major membrane producer, Nitto Denko (Nitto), who also became a significant investor. This partnership leverages Nitto's advanced R&D capabilities, commercial scale, and extensive experience in membrane thin-film coatings with Aqualung's expertise in facilitated transport membrane technology.

For Aqualung there is a distinct 'before and after' Nitto's involvement. Aqualung's secret sauce (a nano-layer thick amine CO₂ capture layer) needed a purpose-built fibre to support the coating layer beneath. Aqualung initially believed they could rapidly coat off-the-shelf membrane units, but this proved not to be the case. In addition, applying the coating and manufacturing the fibre outside of a lab environment was a challenge. Without Nitto, Aqualung would have great difficulty scaling up. Now, the first fully inhouse membrane unit using an industrial manufacturing process from start to finish is expected to be ready in 2026.

Aqualung are accelerating joint development efforts with the goal of initiating demonstration trials in customer environments by Q1 2027, while also laying the groundwork for subsequent large-scale deployment. This project envisions collaboration with energy companies that are actively promoting the implementation of Carbon

Capture and Storage technologies. A framework is being established to accelerate the transition from demonstration to commercialisation, making the practical application of membrane-based carbon capture increasingly feasible.

On the marine side, Babcock LGE is onboard and a Lloyds Reg. approval in principle for a combined CO₂ catch and liquefaction facility is in hand. This is a promising step toward adapting the technology for Golar in the medium term. We will monitor progress in 2026 with great interest and increased expectations.

Aqualung Carbon Capture: From cautious optimism to increasing expectations.



KEY FOCUS AREA

People and communities



You can judge the character of a person by how they treat those they do not need.

We reach the end of our contract term in Cameroon in August 2026. A cynic might be tempted to limit contributions to a community that will cease to be local to the organisation. Golar's commitment and spend on voluntary community initiatives remained steadfast, continued right to the end and will have an impact well beyond.

Similarly, within the constraints of the FLNG's redeployment contract that requires significant employment of Argentinian's, Cameroonian based crew were given every opportunity possible to remain in the service of Golar beyond Hilli's departure. Those who left our employment were treated in the same way and with the same care and respect as any other Golar employee whose services are, from time to time, no longer required.

We really will miss the warm hospitality and strong spirit of partnership that has defined our ~9 years of preparations and operations in Cameroon – and hope to see a suitable opportunity for us to return to. If we do, those experienced former employees in whom we have invested significant training will of course be the first to be approached by Golar.



We operate in a capital-intensive business but none of our assets would exist or operate without the enormous contribution of our human capital.

OFFSHORE

Our loyal, talented, resourceful and hard-working people make us one of the world's best performing FLNG companies. We are proud to have created an environment where over 30 nationalities can come and work together, but disappointed not to have met our 95% 2030 retention target. At 91%, retention remains respectable, but we will obviously work to improve this. We met or beat our 2030 target in 2023 and 2024 and fully expect to do this again before 2030.

A serious lack of female participation in the offshore workforce is a long-standing issue for our industry. Unfortunately, Golar has struggled to buck this trend. In 2025 our only female FLNG staff member, Lindi, swapped her happy ~3-year life on Hilli as an analyser technician for a

new career opportunity in the Oslo office. This is bittersweet, but Hilli still gets to benefit from her operational support and Lindi gets to return to her design roots and assist with redeployment related projects. Most importantly, Golar gets to keep Lindi, a valued member of staff with a great understanding of the challenges and triumphs both sides of the shoreline.

We haven't given up. After completing an internship in our Douala office and visiting our operations team in Oslo over the summer, Jeni, a Cameroon Petroleum Academy graduate, was selected to join the liquefaction team onboard Hilli for the remainder of the Cameroon contract.



Jeni - Cameroon Petroleum Academy graduate



Lindi - Senior EICT Engineer

In April 2025, Golar arranged a conference for everyone serving onboard during the last one in April 2024, together with asset teams and support functions. The purpose once again was to bring everyone together, including the CEO and COO, to share experiences and learn from one another. We now have two operating assets, but the theme of the conference was 'One Team'. A great selection of topics and presentations, stimulating group activities, entertainment, food and laughter ensued. Teams from both assets really came together and two features of this year's conference made those days even more interactive: A 'fish market' and a table football tournament.

Amongst the multiple presentation topics, the Safety and Quality department delivered presentations on how to strengthen awareness to further reduce incidents. If we focus only on the individual, we become vulnerable. We must recognise that mistakes and wrongdoing are part of human nature. Therefore, while we must work to reduce the probability of errors, we must also ensure that robust systems are in place to minimise the consequences of those that do occur.

One of the mechanisms that can lead to failure and increase the risk of incidents is complacency. Complacency often develops when tasks become routine and the associated risks gradually become normalised. How do we break out of complacency? To avoid it, we

must cultivate self-awareness, seek new challenges, and embrace discomfort as a sign of growth. Continuous learning and a mindset of improvement help us remain engaged and proactive. Golar introduced self-verification as a new process to encourage leadership to be more actively present in the field and to engage directly in operator tasks. Self-verification consists of structured questions that leaders ask to identify and understand the challenges that may hinder safe work, and to determine what is needed to address them. By learning from normal work practices, we can prevent incidents by removing error traps and making it easier to work safely. At the same time, we can implement measures that strengthen our barriers, ensuring that the consequences of the errors that do occur are not severe. In principle, this increases situational awareness, enabling us to better identify risks and mitigate them accordingly.

The conference concluded with customary dancing, good times, a little less self-awareness and the opportunity for some to embrace a different type of discomfort in the morning.

ONSHORE

In 2025, we continued to strengthen our onshore organisation, achieving a 97% retention rate, up from 91% in 2024 and well above our 2030 target of 90%. Early indicators from 2026 suggest continued strong retention, reflecting high employee engagement in a competitive labour market.

We expanded our workforce to support business growth, increasing total full time equivalent staff to 144, up from 130 last year. The average employee age decreased from 44 to 42, reflecting a healthy balance between experience and new talent.

Gender balance improved meaningfully in 2025, with women now representing 38% of the onshore workforce, up from 33% in 2024. Our onshore organisation is represented by 26 nationalities, reinforcing our commitment to intellectual and cultural diversity.

Employee well-being remains a priority. Sick leave in our main office decreased from 5.1% in 2024 to 4.1% in 2025, significantly below the Norwegian national average of 6.4%.

We continued to invest in leadership and competence development. In partnership with Implement Consulting Group, we launched a new leadership development programme for both onshore and offshore staff. A new e-learning platform was also introduced to strengthen training delivery and support ongoing professional development.

Our attractiveness as an employer remains strong, demonstrated not only by the high retention level but also by the > 775 applications for 9 summer internship positions on offer in 2026.



91%

retention rate of
our offshore staff

30

nationalities
among offshore staff

36 training
hours

spent towards safe
operations offshore

97%

retention rate of
our onshore staff

26

nationalities among
onshore workforce

38%

female employees
among onshore workforce

How we have helped

90%

local employees in our Cameroon office

42%

of our onboard staff were **Cameroonian**

12 million USD

was our **local spend in Cameroon** (excluding salaries)

21

3-month courses were awarded in 2025



CAMEROON

After 9 years of growth, partnership and warm Cameroonian hospitality, our contract and the gas supply that supports it, is ending.

Hiring locally: This is where we can be most useful. 90% of the employees in our Cameroon office and 42% on board were Cameroonian nationals. Golar employees are better able to provide for their families, will spend locally and should develop transferable skills and knowledge. Cameroonians were present in all departments onboard, and the absolute number of Cameroonian's employed by Golar increased in 2025. Promotion and training of Cameroonians also continued, demonstrating our commitment to Cameroonian nationals even as we approach the end of our contract there.

Procuring locally: In a world of fragile supply chains, costly, energy intensive freight and trade barriers, it makes sense to work with local suppliers and seek to cultivate strong relationships with a wide range of local businesses. Our local spend in Cameroon, which excludes salaries, was USD 12 million. Local suppliers continued to work with us through to FLNG Hilli's demobilisation at the end of her contract.

Giving locally: 2025 was the:

- Final year for ten students who were the beneficiaries of 3-year full scholarships (covering tertiary institution fees, accommodation, food, laptop, study supplies, transport, communication, pocket money and health insurance).
- Final year for ten students who were the beneficiaries of 3-year partial scholarships

(covering tertiary institution fees, accommodation, and study supplies).

Following the twenty-eight occupational course grants awarded in 2024, a further:

- Twenty-one grants for 3-month courses were awarded in 2025 for docker training relevant to a container and multipurpose terminal due to open in the Kribi area.

Later in 2025 a graduation ceremony was held in Kribi to mark the end of the scholarship and grant program that will hopefully prepare the graduates and Cameroon for a bright future. In blue are those who obtained their bachelor's degrees and in grey those who obtained their Container and Multipurpose Terminal docker certification. Including their proud parents made the event even more heartwarming.

Having helped 69 locals with their education plans, we couldn't resist rounding this up to 70. David, a very special young Cameroonian lost his right arm in a childhood accident but has demonstrated courage and resilience since. He pursued school, became a table-tennis champion, obtained his A-levels and will now, with Golar's help, pursue his university studies.

Education, clean water and safety are fundamental human rights. We are proud to have made a difference to small communities with our various educational, water pump and solar lighting related initiatives over the years.

But we're not done yet....

Talla School: In mid-2025 Golar visited Talla School for the disabled to assess and understand the needs of

this important local school. It was in a serious state of disrepair, requiring a new roof, toilets, ramps, classrooms, a recreation area and redecoration. Following planning works, Golar returned to the school in October to announce to the children and teachers that we would indeed be refurbishing their school. Making this one of the most functional and attractive schools in the area should motivate more parents to send their disabled children to school. For maximum integration, we hope to make the school so appealing that other parents send their children there too.

We can't wait to share pictures of the finished project in next year's report!

Let's not forget the small stuff:

Labour Day: Golar pulled together several teams of office and offshore personnel, their spouses and children for fitness walks, strength games,

mind games, endurance games and general good-natured fun and food.

Blue November: Discussions were organised in the Douala office and onboard Hilli to raise awareness of a bit of a taboo topic – prostate cancer. Common and treatable if detected early, regular screening is essential. The aim was to encourage our men, especially those over 50, to get tested regularly. We hope that talking openly about symptoms and risk factors helps break silly stigmas and will save lives.

Orphanage of St Jean: Our team was so affected by what we saw and heard at this special little orphanage in 2024 that we just had to go back. In December we hand delivered the fruits of a fundraising and donation collection in Oslo, Douala and on Hilli. Suffice to say, our second visit was as heartwarming as the first.



Once again, an ESG objective, which in this case is to procure local goods and services to support the economies of the areas in which we operate, makes business sense too.

MAURITANIA & SENEGAL

Following commencement of operations in June, we initiated our first community outreach exercise in October. Within a general remit to support health, education and energy related initiatives, but without taking a top-down 'Golar knows best' approach, we asked local communities where we could be the most useful. The idea was to build relationships and meet and hear from the first of what will hopefully be many community members over the years ahead.

Visit to St Louis and Ndiago:

First stop was St Louis in Senegal and Alfred Dodds elementary school – a school operating with particularly scarce resources and having a high drop-out rate. The school has 519 students from Grades 1 to 6. Accompanied by staff and students, the Golar team presented itself and our role in the GTA project – which, helpfully, could be seen from the school itself. The presentation ended with the distribution of school supplies to students.

Next stop, Ndiago in Mauritania, and EBDEN school. This is a smaller school of 160 grade 1 to 6 students facing a similar challenge – the need to keep students in school. We received another warm welcome and the Golar team once again presented themselves and

the company, chatted with students and distributed school supplies.

Whilst we acquaint ourselves with our new neighbourhood, we continue to support a local Mauritanian IMD Orphanage, home to 20-25 children, by covering the cost of their early school fees. Following a Golar sponsored refurbishment of the roof, plumbing, electrics, water storage, solar lamps and living quarters in 2024, Golar installed a solar power system in 2025. This system is meeting close to 95% of the orphanages power needs now. If we trim the branches on a nearby tree, we hope to get this even closer to 100%.

Consistent with our love of circularity, good quality mattresses, linen and blankets from the demobilised crew quarters of FLNG Gimi were also donated to the orphanage in 2025. Sleep well kids.

Our 100% Mauritanian staffed base office is performing well and an Operations & Vendor Coordinator has been appointed in Senegal. A cadet program to train local offshore crew is up and running and the first cadets have been introduced onboard FLNG Gimi. Our local spend in Mauritania and Senegal, which excludes salaries, was USD 5 million and local suppliers continue to be vetted and added to our approved supplier list.

How we
have helped

100%
local employees in
our Mauritania office

1st
local cadets posted
onboard Gimi

5 million
USD was our **local spend in
Mauritania & Senegal**
(excluding salaries)

95% of local orphanage
power met by **newly
installed solar panels.**





Strong governance creates stronger businesses and better long-term shareholder returns.

95%
board meeting
attendance



KEY FOCUS AREA Governance and business ethics

The rules-based international order is a framework of institutions and laws designed to govern state behaviour through consensus, democracy, and open markets.

Increasingly criticised as a "useful fiction" dominated by Western powers with selective enforcement and declining compliance, we are now seeing a shift toward a "no rules" reality. We might sometimes question some of the initiatives and rules – including unrealistic targets for how the energy transformation should take place that result in an increase in coal consumption and a decrease in energy security – but we remain strong advocates of a rules based order. It has contributed to higher standards of governance and ethics that benefit everyone, including us.

The Board: The Board of Golar LNG Limited (the "Board") is responsible for the business and affairs of the Company, and in particular:

- Strategic and key decision-making.
- Assessing major risks; and
- Integrity and ethical standards.

In all its dealings the Board considers the interests of Golar as a whole, including the interests of the company's shareholders, employees, customers and suppliers and its social, environmental and legal

responsibilities. The Board performs regular self-assessments, with one conducted in 2025 and the next planned for 2026.

As of 31st December 2025, the Board consisted of eight members, five of whom were independent directors. Six members are male and two are female.

The Board have adopted a best practice governance framework and periodically reviews and approves updated governance policies, including the following:

- Anti-bribery and Corruption.
- Code of Conduct.
- Speak Up.
- Delegation of Authority.
- Audit Committee Charter.
- Board Charter.
- Compensation Committee Charter.
- Governance and Policy Handbook.
- Insider Trading.
- Sanctions.
- Cybersecurity; and
- Clawback Policy.

Golar's approach to compliance

1. Top level commitment

Our Code of Conduct and Anti-Bribery and Corruption Policy are clear, publicly available, and express our zero-tolerance for breaches of our high standards.

2. Regular training

Golar keeps all staff actively engaged by providing training and educating everyone on the importance of compliance and how everyone's actions can impact our stakeholders and our business.

3. Risk based approach

Operating in an industry that has had a reputation for breaches we focus on deeply understanding our risks and have updated our processes, procedures and systems to ensure continued compliance with applicable laws and regulations.

4. Strict compliance process

A cross-departmental team making sure that we meet all requirements set both internally and externally, contributing to a stronger culture of compliance.

5. Corrective action

We monitor compliance to a paragraph level for critical regulations and frequently audit our key controls and procedures, ensuring improvements are made when necessary.





As a US listed company, we continue to meet SEC, Sarbanes Oxley and other US requirements.

The Board Committees: The Board has delegated some of its responsibilities to three Committees, namely the Audit Committee, the Nominations Committee, and the Compensation Committee. Charters have been established for each Committee and the Board, outlining their membership, roles, and responsibilities. These charters are available on our website.

Management: Day to day administration is delegated to the CEO and Senior Management of the Company who are responsible for achieving the objectives and targets set by the Board in accordance with the policies and procedures approved by the Board.

Ethical Conduct: Our Code of Conduct and Anti-bribery and Corruption policy lay out Golar's commitment to compliance with all applicable laws and regulations in the countries in which we operate,

as well as with best practices with regards to ethics, social responsibility and protection of the environment.

Online training on ethical conduct is mandatory for all staff with a Golar email address. The content is refreshed on an annual basis to ensure the training is in line with the most recent policies and includes relevant examples of situations that may be faced by staff across our different business departments. There are alternatives available to those who do not have access to a Golar email address.

Anti-bribery and Corruption: We are aware that our industry is reputed as high-risk regarding bribery and corruption. We take this risk seriously. Anti-bribery and corruption training forms part of the induction process for new employees and there is compulsory annual refresher training for all employees.

Speak Up: We encourage reports of breaches of Golar's policies as they offer an opportunity to take action to correct improper behaviour. We believe it is important for all employees and external parties to understand when and how to speak up. Our Speak Up Policy provides clear guidance, is incorporated in our Supplier Code of Conduct and is available on our website.

Our Speak Up portal is managed by an external provider and deals with all reports in a confidential and anonymous (if requested) manner. The Speak Up Portal is accessible at www.golarlng.ethicspoint.com

Third party management: Prior to engaging with third parties, we conduct risk-based due diligence and require that parties commit to complying with either our Code of Conduct and Anti-bribery and Corruption Policy or our Supplier Code of Conduct, depending on the nature of the relationship.

A web-based solution that allows us to conduct ad hoc searches on new low risk third parties as well as ongoing screening and monitoring of existing third parties is also used. The online tool screens companies and individuals against regulatory lists, adverse media (regulatory, competitive/financial, environment/production, social/labour), politically exposed persons and other helpful data.

This has enabled us to make timelier, more informed decisions about who we collaborate with, while safeguarding our commitment to ethical conduct and integrity in business dealings.

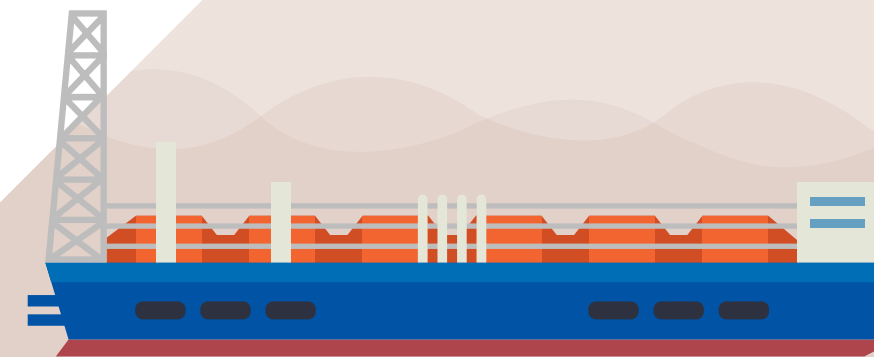
How we have worked with Human Rights: During 2025 we introduced our new online self-assessment tool for better tracking and processing of compliance data from our suppliers. This has significantly improved our ability to collect data, track compliance and improve follow-up where needed. We also conducted five supplier audits in Cameroon with Social Responsibility as a key topic.

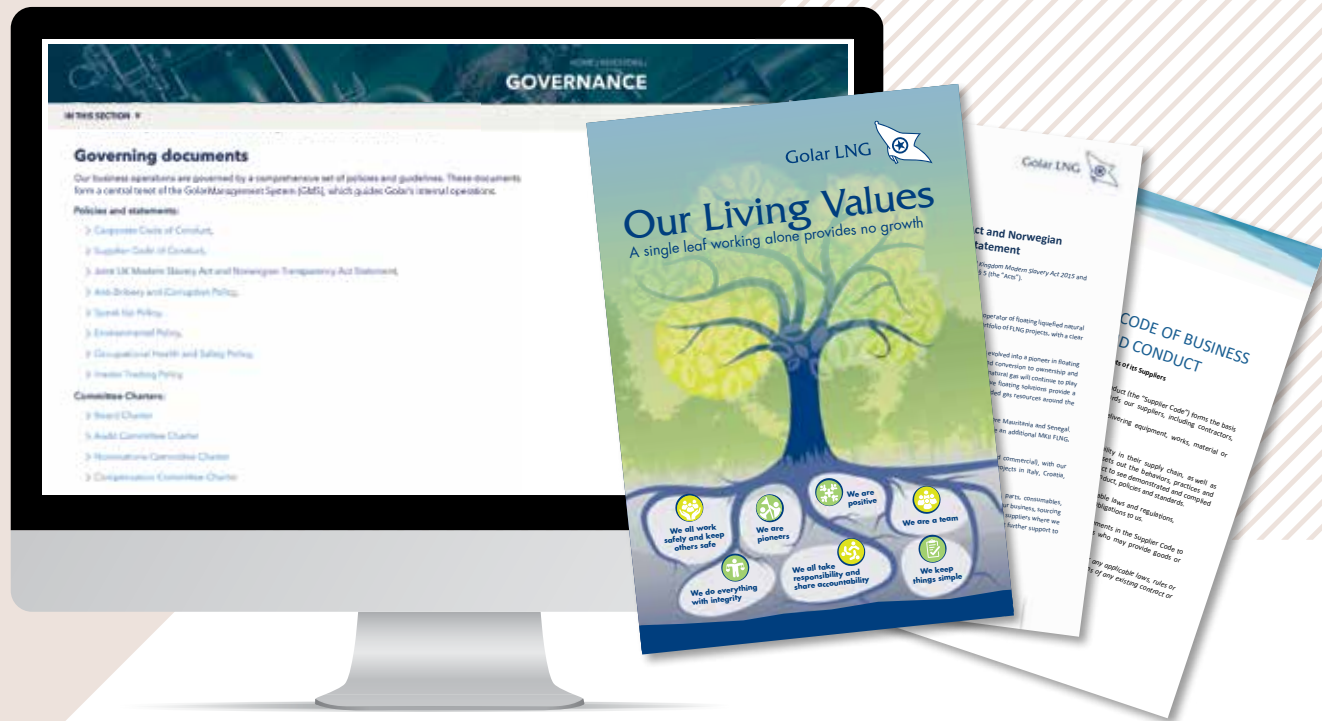
While sourcing locally presents unique challenges due to varying regional standards, we remain dedicated to working with our suppliers to help them meet our expectations.

More in-depth compliance screening: Globally, we ensure that every supplier is thoroughly evaluated prior to approval, helping to minimise the risk of non-compliance. Many of our international partners have robust policies in place that further mitigate these risks. In 2025, we continued to map high-risk and high-spend suppliers and conducted thorough evaluations of their documentation. Looking ahead to 2026, our objective is to increase follow-up of higher risk vendors and to further strengthen and digitalise our onboarding process.

By mid 2026 we will have moved to a new screening program that will improve our due diligence process by widening the data set used to evaluate our suppliers. This will increase our ability to evaluate compliance, ESG and financial risks, leading to strengthened risk management and resilience in our supply chain.

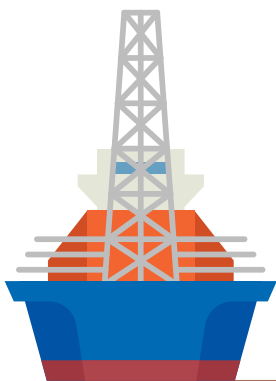
Transparency and ethical practices are important priorities, which is reflected in how we control our supply chain.





Online self-assessment tool: As part of our due diligence process, we use an online self-assessment tool to gain insights into suppliers' certifications, procedures, and policies related to quality, workplace health and safety, human rights, and decent working conditions. The results from these assessments inform our risk evaluations and support our broader risk management processes, which also include screening of all suppliers.

During onboarding, suppliers are required to submit relevant certificates and procedures for review prior to approval.



The self-assessment tool complements this process by serving as a follow-up mechanism for existing suppliers or as an additional assessment when needed. To avoid placing an unnecessary burden on suppliers, self-assessments are primarily sent to high-risk or critical vendors.

Since rolling out our new online self-assessment tool, results have revealed that most of our assessed vendors meet our requirements. Where gaps are identified we are working with suppliers to strengthen policies. We are pleased that suppliers so far have proven collaborative and willing to adapt their procedures to better align with our requirements. During 2025, we distributed 12 self-assessments.

Strengthening compliance and supplier engagement: Where our evaluations identify gaps or risks, we address them through correspondence with supplier representatives or focused supplier audits. Ongoing collaboration with suppliers and their commitment to remediate the identified

risks enables us to eliminate or minimise any shortcomings. This approach supports our compliance with the Norwegian Transparency and UK Modern Slavery Acts.

Human rights and workers' rights will continue to be important factors we evaluate with both new and existing suppliers. As part of this commitment, we are dedicating additional resources to help team members conduct future audits.

What we plan to do next: Building on achievements in 2025, with the introduction of our online self-assessment tool and the 2026 transition to our new screening platform, we will be able to increase transparency and reporting in the coming years. A robust system for data collection will enable us to better assess and address risks in our supply chain and we will continue to focus on ongoing projects and operations, including the MKII conversion, the re-deployment of Hilli and on Gimi, now operating offshore Mauritania and Senegal.

CYBER SECURITY

The war in Iran in early 2026 damaged Middle Eastern energy infrastructure and its distribution logistics. Although Golar does not currently operate in this region and is therefore insulated from those physical threats, we, like everyone else, are exposed to cyber threats. Increasing use of artificial intelligence is making it exponentially easier for criminals to interrupt businesses, including our own. We must 'test', 'test', 'test' constantly, not just during system setup stages. We must do our best to remain abreast of highly credible deep fakes and understand the vulnerabilities of key suppliers and service providers.

Leadership, governance and risk management: Golar has a Cybersecurity Steering Committee to oversee risk management. Cybersecurity is now integrated into our corporate risk management to enable proactive threat detection, mitigation, and board-level oversight. Regular third-party cybersecurity audits and compliance assessments strengthen transparency, accountability and governance.

Golar seeks to maintain high standards through cybersecurity frameworks that cover both Information Technology (ISO/IEC 27001) and Operational Technology (IEC 62443).



We are an FLNG company. There are limits to our resources and cyber expertise. We must do our best to be prepared for when, not if, we are victim of a serious cyber-attack.

How we think about our cybersecurity

Identify: We know what systems and physical kit we have.

Protect: We segregate our networks, use firewalls and antivirus software and receive regular training.

Detect: We use a 24/7 Security Operations Centre monitoring service.

Respond: We have access to 150+ companies with expertise to assist when required.

Recover: We have backups, recovery plans and insurance.

Technologies are emerging constantly. We have more to do. We are continually adding coverage, reviewing, testing and improving.

Compliance with industry laws and regulations: Our industry is highly regulated under the international laws and regulations of the IMO, the flag state, classification rules and others. Our assets are audited regularly both internally but also by our customers, financiers, Flag States, Class and Port State Control to verify compliance with applicable rules and standards.

We have developed a strict compliance process that requires evidential proof on a paragraph level to all laws and regulations relevant to the operations of our units, including local laws of the countries we operate in. This is all captured in an inhouse compliance register which is internally and externally audited.

Corruption and bribery are industry-wide challenges, and we know we cannot address them alone. We are therefore members of the Maritime Anti-Corruption Network which aims to eradicate these issues in our sector and support collaborative action efforts across the world.



IT Support Specialist

APPENDICES



KEY FACTS AND FIGURES

We have identified the data and figures overleaf to provide insight, transparency and comparability on what we consider to be our most important ESG topics. Where possible, we have aligned our reporting with industry standards to enable comparison, and where industry standards are not available, we use ESG frameworks (for example SASB or GRI) to support our calculation/methodology. In some instances, there is no agreed comparable definition. This appendix

data should be read in conjunction with the Methodology Statement found on our website.

We once again engaged Det Norske Veritas (DNV) to provide limited assurance of all 2025 data reported in the appendices. DNV's assurance opinion can be found on our website alongside the validation of our detailed methodology statement.

GENERAL OPERATION DATA

DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
Total number of FLNGs in operation	Number	1	1	1	1	1	2
Total number of employees							
Onshore staff	Number	240	190	168	120	130	144
Offshore personnel	Number	1,403	1,299	223	273	273	283
Total	Number	1,643	1,489	391	393	403	427

HEALTH, SAFETY AND SECURITY

DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
Number of marine casualties*	Number	0	0	0	0	1	1
Reportable injury frequency (RIF) (from 2025)							
	Number	N/R	N/R	N/R	N/R	N/R	0.76
Lost time injury frequency (LTIF) (before 2025)							
	Number	0.89	0.16	0	2.2	3.4	N/R
Total recordable case frequency (TRCF) (before 2025)							
	Number	1.49	1.56	7.10	6.7	10.3	N/R
Number of training hours spent towards safe operations							
Offshore workers	Number	53	66	74	95	27	36

N/R = Not reported this year
Note - From 2025 our formal reporting has changed
*Hilli in 2024 - Falling ice from marine loading arms; Gimi in September 2025 - Severe Finger Injury

“Golar's technology facilitates supply diversification for importers currently reliant on Qatar and the US – deploying low cost flexible FLNG to stranded gas resources with market leading speed.

ENVIRONMENT

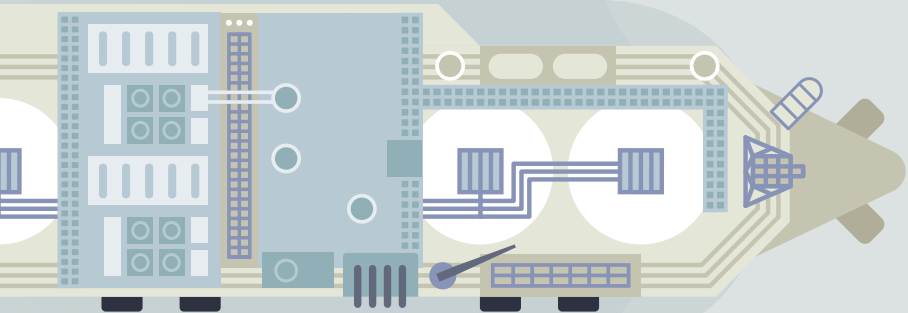
DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
Scope 1 Greenhouse Gas emissions							
FLNG Hilli	Metric tonnes	387,736	371,936	435,884	489,877	443,125	419,924
FLNG Gimi (from COD)	Metric tonnes	-	-	-	-	-	315,814
Total	Metric tonnes	387,736	371,936	435,884	489,877	443,125	735,738
NOx emissions							
FLNG Hilli	Metric tonnes	358	341	368	404	371	351
FLNG Gimi (from COD)	Metric tonnes	-	-	-	-	-	450
Total	Metric tonnes	358	341	368	404	371	801
SOx emissions							
FLNG Hilli	Metric tonnes	2.1	2.4	1	2.5	3.0	0.9
FLNG Gimi (from COD)*	Metric tonnes	-	-	-	-	-	8.4
Total	Metric tonnes	2	2	1	2.5	3.0	9.3
PM emissions							
FLNG Hilli	Metric tonnes	35	33	38	41	39	38
FLNG Gimi (from COD)	Metric tonnes	-	-	-	-	-	2
Total	Metric tonnes	35	33	38	41	39	40
CH4 emissions							
FLNG Hilli	Metric tonnes	N/R	N/R	119	154	2,306	91
FLNG Gimi (from COD)	Metric tonnes	-	-	-	-	-	446
Total	Metric tonnes	N/R	N/R	119	154	2,306	537
CH4 emissions (CO2e - MH4 * 28)							
FLNG Hilli	Metric tonnes	N/R	N/R	3,338	4,306	2,908	2,546
FLNG Gimi (from COD)	Metric tonnes	-	-	-	-	-	12,481
Total	Metric tonnes	-	-	3,338	4,306	2,908	15,027
Energy consumed in MWh							
FLNG Hilli	MWh	N/R	N/R	2,277,036	2,556,781	2,320,000	2,209,222
FLNG Gimi (from COD)	MWh	-	-	-	-	-	1,825,508
Total	MWh	-	-	2,277,036	2,556,781	2,320,000	4,034,730

N/R = Not reported this year COD = Commercial Operations Date (12 June 2025) *Inflated due to high MGO consumption during initial tuning exercise

ENVIRONMENT

DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
Waste							
General Waste:							
FLNG Hilli	M3	205	194	181	331	299	184
FLNG Gimj ^(from COD)	M3	-	-	-	-	-	124
Total	M3	205	194	181	331	299	308
Oily Waste:							
FLNG Hilli	M3	32	30	93	116	0	60
FLNG Gimj ^(from COD)	M3	-	-	-	-	-	0
Total	M3	32	30	93	116	0	60
Total Waste:							
FLNG Hilli	M3	237	224	274	448	299	244
FLNG Gimj ^(from COD)	M3	-	-	-	-	-	124
Total	M3	237	224	274	448	299	368
Number of oil spills [#]	Number	0	0	0	1	0	0
Number of environmental fines	Number	N/R	N/R	N/R	0	0	0
Scope 2 Greenhouse Gas emissions							
Location based	Metric tonnes	N/R	N/R	51	41	34	35
Market based	Metric tonnes	N/R	N/R	34	16	16	15

N/R = Not reported this year
COD = Commercial Operations Date (12 June 2025)
[#] During bunker transfer operations approximately 20 litres of bunkers escaped from an outboard manifold on the bunker vessel. Dispersant was deployed immediately and the leak was contained.



EMISSION INTENSITY

DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
FLNG Hilli	CO2e Emissions per tonne produced (excl. Amine)	0.300	0.290	0.305	0.319	0.30	0.28
FLNG Gimj ^(from COD)	CO2e Emissions per tonne produced (excl. Amine)	-	-	-	-	-	0.29
Average	CO2e Emissions per tonne produced (excl. Amine)	-	-	-	-	-	0.285

PEOPLE

DESCRIPTION	UNIT	2020	2021	2022	2023	2024	2025
Retention rate							
Onshore staff	Percentage	86%	85%	83%	90%	91%	97%
Offshore personnel	Percentage	97%	93%	96%	96%	97%	91%
Number of nationalities							
Onshore staff	Number	N/R	N/R	22	21	26	26
Offshore personnel	Number	30	28	15	31	31	30
% of each gender							
Onshore staff							
Females	Percentage	N/R	N/R	38%	34%	33%	38%
Males	Percentage	N/R	N/R	62%	66%	67%	62%
Offshore personnel							
Females	Percentage	N/R	N/R	1%	1%	1%	0%
Males	Percentage	N/R	N/R	99%	99%	99%	100%
Board meeting attendance	Percentage	N/R	N/R	91%	86%	97%	95%

N/R = Not reported this year
COD = Commercial Operations Date (12 June 2025)

“ For some, 2025 saw waning interest in ESG. Our view is that the focus on ESG makes good business sense.

We value your feedback.
You can email our
corporate reporting team
at golarlng@golar.com

OTHER REPORTS

Our 20F report

Details of our financial performance
in our 20F.

Sustainability information

More ESG related information can
be found on our website.

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