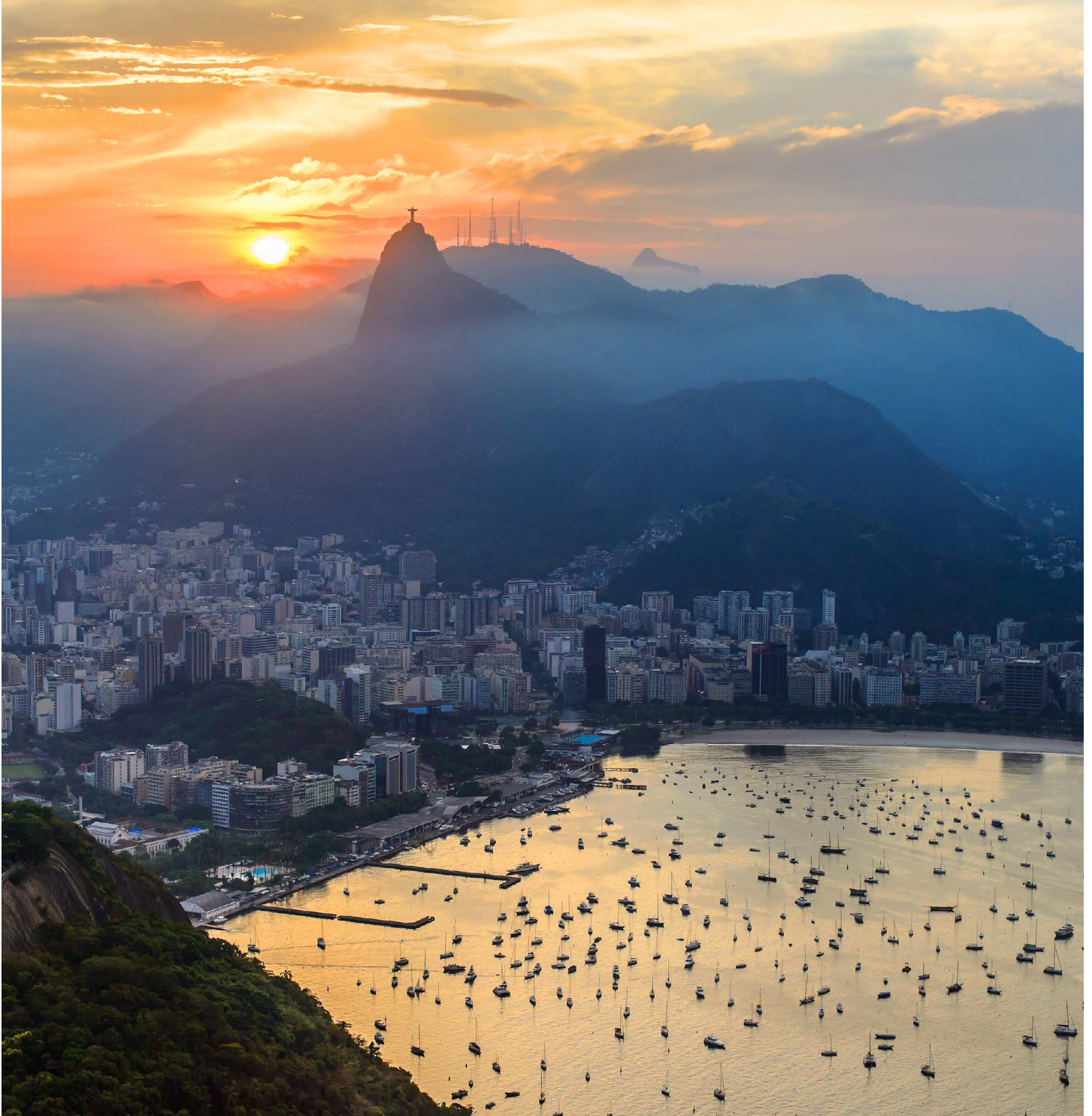


2023

# Sustainability Report





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## Message From Our CEO

**At New Fortress Energy (NFE), we are proud of the role we play in meeting emerging global energy challenges. Our recent actions are part of our ongoing mission to deliver clean, reliable, and affordable energy to those in need worldwide. We believe that by doing this, we can help alleviate energy poverty while still advancing the transition to clean energy.**

As global energy demands continued to shift in 2023 due to supply change disruptions, geopolitical unrest, and climate change, NFE has responded with flexibility while remaining steadfast in our commitment to meeting emerging energy needs, developing key infrastructure, and providing the logistics to expedite the energy transition. With that in mind, I am excited to present our 2023 Sustainability Report, showcasing our advancements in creating a more sustainable and responsible future.

Over the last seven years, we have built an integrated, global portfolio of liquefied natural gas (LNG) and power infrastructure. By focusing on geographies that have traditionally had limited access to cleaner, non-oil-based energy, we are working to become a global leader in the energy transition. However, our approach to sustainability transcends the typical focus on clean, reliable energy and environmental factors. We are devoted to making a meaningful, enduring difference in the communities we serve.

The FEMA emergency power plants that we built in Puerto Rico this year are a prime example of this philosophy at work. Puerto Rico has been hard-hit by natural disasters, which have compounded power reliability issues created by an aging grid. Blackouts are common on the island, costing the government billions of dollars a year and threatening the safety of Puerto Ricans, particularly during the hot summer months.

In 2023, we responded to FEMA's call for emergency power generation ahead of the year's hurricane season and, in a matter of months, installed 350MW of reliable, gas-fired power across two locations. These plants not only deliver cleaner, natural-gas based energy, but also significantly improve grid reliability, providing Puerto Ricans with much-needed reliable power. We expect these plants to remain a key part of Puerto Rico's power infrastructure.

“Our goal is to always be at the forefront of clean energy innovation, particularly in geographies that have often been overlooked by the energy transition.”





Also in 2023, we continued making progress on our commitments to the environment, local communities, and our employees. In particular, I would like to highlight the following achievements:

→ **Investing in cleaner energy:**

We **advanced NFE's Fast LNG (FLNG) technology**, which enables us to mobilize quickly to convert natural gas to LNG in either an onshore or offshore environment to meet growing demands for energy. We also continued to **improve our LNG transportation infrastructure and expand our power production capacity**, particularly with the development of emergency power generation in Puerto Rico.

→ **Enhancing our GHG profile and reporting:**

Reflecting the significant growth in the amount of energy we supplied in 2023 to respond to global needs, we **increased our operating carbon intensity by 10%** over the prior year. However, we still **maintain an 82% reduction in carbon intensity** from our 2020 baseline. We continue to evaluate and implement practices to reduce Scope 1 and 2 greenhouse gas (GHG) emissions as well as to reduce the physical and transition risks we face from the impacts of climate change.

→ **Protecting our environment:**

For the **sixth year in a row, we achieved our goal of zero reportable spills** to the environment. We also **expanded our leak detection and repair (LDAR) programs** to additional operating sites. In 2022, we piloted an NFE-community emergency response initiative in Jamaica, and in 2023, based on the results of that pilot program, we **implemented the initiative at additional locations**.

→ **Ensuring the safety of our people and communities:**

In 2023, we once again **achieved zero significant health and safety incidents** and maintained our **injury frequency rate below industry average globally**. We established a program within NFE University to enhance our training programs on a rolling basis to ensure regular, companywide updates. We also improved the means by which we identify hazards and risks and implement controls to meet the challenges of new lines of operation including FLNG, vessel operations, and hydrogen projects.

→ **Creating an inclusive, engaging workplace for our employees:**

In 2023, we created **205 full-time jobs globally, with a focus on hiring locally**. To further support the development of our employees, we implemented a human capital management platform to improve capabilities for talent assessment, learning and development, and people analytics. We also **expanded healthcare benefits**, including a holistic health program to encourage healthy eating and exercise. To simultaneously engage our employees and give back to our communities, we **held volunteer events** in each major location globally and continued our **holiday charity matching program**.

→ **Supporting the communities in which we operate:**

Investing in education, workforce development, and community well-being in the areas where we operate remains a core focus for NFE. In 2023, these efforts included

**supporting more than 9,000 students** through financial aid, sponsoring STEM activities, and investing in schools and teachers in Jamaica and Mexico; **donating food and supplies to 1,800 families** across our geographical borders; improving community health by **providing eye screenings to 300 children and families** in Brazil; and developing the local workforce by **providing internships and professional courses for more than 200 students** in Jamaica and Brazil.

→ **Maintaining good governance practices:**

In 2023, we began implementing the Oracle NetSuite enterprise resource planning (ERP) system to support operations, finance, and governance functions. We **launched automated compliance training** on LRN Corporation's platform and provided global compliance training across disciplines (e.g., anti-corruption, anti-money laundering, and sanctions) in multiple languages, using automated tracking to allow targeted follow-up and ensure maximum employee participation. We also **improved our vendor recertification process** to reduce vendor response time and enhance the efficiency of our internal tracking. We continued to train employees on cybersecurity risks through periodic testing and **achieved a phishing click rate below 10%**.

Our commitment to sustainability reflects our shared vision of building a more sustainable future. While celebrating our achievements, we acknowledge that our journey is ongoing and dynamic. Sustainability demands ongoing dedication—a steadfast pursuit of a better future for all. Our goal is to always be at the forefront of clean energy innovation, particularly in geographies that have often been overlooked by the energy transition. We will continue prioritizing local communities to collaboratively address their unique needs.

The safety and well-being of our employees will remain our foremost concern, influencing every decision we make, while maintaining the diversity of and continuing to develop our workforce is also of paramount importance. Transparency is at the heart of our operations; we pledge to openly communicate our sustainability progress, actively seeking feedback and collaboration from all stakeholders. We uphold accountability for our actions, striving for continual improvement and responsible business practices.

We are committed to building a future where clean, reliable energy is available to everyone, empowering communities, and safeguarding our planet for generations to come. We welcome you to join us, as we are confident that a sustainable future is within our grasp. I extend my sincere appreciation to all our stakeholders—our dedicated employees, our loyal customers, our trusted partners, and the communities we serve. Your support is the driving force behind our efforts to make sustainability and responsibility the core principles of everything we do.

**Wes Edens**

Chairman and CEO  
New Fortress Energy Inc.





# About NFE

**As a leading global energy infrastructure company, New Fortress Energy is committed to our mission of making affordable, reliable, cleaner energy available to everyone, everywhere. Our vision is to light the world with positive energy by transforming the way the world produces, transports, and consumes energy. We’re driven by our firm belief that having access to energy is not a privilege – it’s a human right.**

Through creative approaches, cutting-edge technology, and collaborative partnerships, we are excited to help lead the way to a cleaner future for communities worldwide. Our solutions provide a better energy source locally and reduce reliance on less-sustainable alternatives.

The first step in our innovative approach is to identify places where affordable and cleaner energy is scarce. Then, leveraging our expertise in liquefied natural gas (LNG) and renewable technologies, we build or assemble, own, and operate a highly effective LNG infrastructure, from our import facilities to our integrated fleet of ships and logistics assets. Our modular LNG manufacturing construction business complements this work, improving our ability to meet the ever-increasing demand for sustainable energy options.

Our global portfolio of integrated energy infrastructure is the launching pad from which we aim to become one of the world's leading power supply companies.

Our commitment to sustainability goes far beyond the traditional focus on clean, reliable energy and environmental considerations as we strive to make a lasting positive impact on the communities we serve. That’s why we make financing, design, and construction services available to help our partners transition to LNG and gas-fired power generation. It’s why we create jobs and support education in the communities where we operate, empowering local economies and helping pave the way to a significantly brighter future.

We’re pleased to share our sustainability report, which highlights our comprehensive efforts to bring our environmental, social, and governance (ESG) principles to life and spark the clean energy revolution. We invite you to read about our initiatives to speed the adoption of cleaner energy technologies and drive positive change in the energy industry, and explore our dedication to sustainable business practices, fair labor standards, employee well-being, and community engagement.

**We thank you for joining our mission and sharing our vision where individuals, communities, nations, and our entire planet thrive. We’re thrilled to team up to create a **brighter, cleaner future.****







**Barcarena, Brazil  
Terminal**

Our Barcarena LNG terminal—northern Brazil’s only source of natural gas—is bringing cleaner, more sustainable energy to the Amazon River basin. Next to the terminal, we are developing a 1.6GW power plant to support efficient energy transition and bolster reliability of the nation’s power grid.





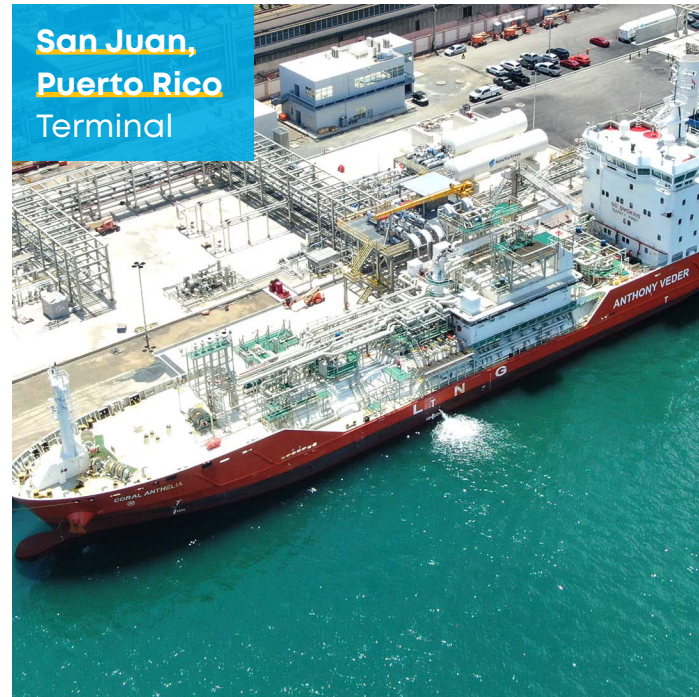
# Our Operations

As of Year-End 2023

**Miami,  
Florida**  
Liquefier



**San Juan,  
Puerto Rico**  
Terminal



**San Juan,  
Puerto Rico**  
Emergency  
Power Plant



**Palo Seco,  
Puerto Rico**  
Emergency  
Power Plant



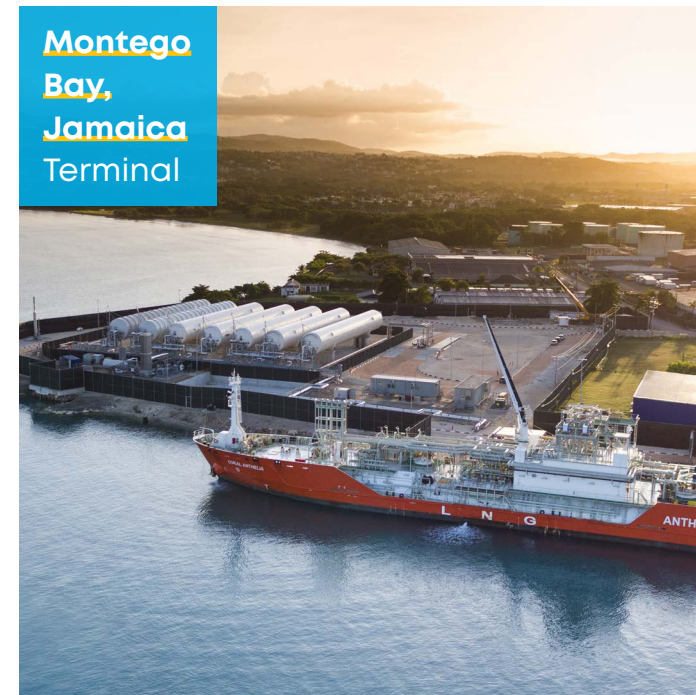
**La Paz,  
Mexico**  
Terminal &  
Power Plant



**Jamalco,  
Jamaica**  
Power Plant



**Montego  
Bay,  
Jamaica**  
Terminal



**Old  
Harbour,  
Jamaica**  
Terminal



*\*Entered commercial operations in Q1 2024*





## **LIQUEFACTION VIA LAND AND SEA:**

### **Natural Gas to LNG in Any Location**

As part of our suite of LNG services, NFE operates liquefaction facilities, where natural gas is processed and turned into LNG by pre-treating it to remove impurities and then cooling it to approximately -160°F. NFE operates a traditional onshore liquefaction plant in Miami, Florida, and plans to use innovative technology, floating LNG, for future liquefaction facilities.

These FLNG facilities can be deployed on land or offshore on marine infrastructure. The facility receives natural gas via hot top into a series of offshore wells, a gathering system, or subsea pipeline, or from a vessel. The natural gas is processed by the gas treatment module, then liquefied by the liquefaction module. When ready for shipment, LNG is transferred from the floating storage unit (FSU) or onshore storage tanks to an LNG tanker via flexible hose. From there, LNG can be shipped to markets around the world. As of the end of 2023 NFE operates a land-based liquefaction facility in Miami, and is developing an FLNG facility in Altamira, Mexico.

## **LNG TERMINALS:**

### **Turning LNG into Natural Gas to Power Communities Anywhere**

At the heart of NFE's operations are our onshore and offshore LNG terminals, bridging a critical gap between transoceanic LNG transport and local distribution networks. The onshore terminals include regasification systems on land, while our offshore terminals feature a floating storage regasification unit (FSRU) as a base.

These FSRUs are cost-effective and portable alternatives to onshore terminals. Our FSRUs receive LNG from marine vessels, then regasify the liquid cargo and facilitate its delivery as natural gas via pipelines or ISO containers for community use.

In locations where natural gas pipelines do not exist, NFE's flexible truck loading racks allow us to provide LNG in ISO containers. These containers can hold very cold and pressurized fluids that can be transported almost anywhere by truck and ship. They are safe, easy to transport and manage, and easy to load and unload—making LNG delivery to remote areas a viable reality and promoting access to cleaner energy.

As of the end of 2023, NFE operates LNG onshore and offshore terminals in Montego Bay and Old Harbour, Jamaica; La Paz, Mexico; and San Juan, Puerto Rico. We also have terminals under development in Barcarena and Santa Catarina, Brazil; Puerto Sandino, Nicaragua; and Shannon, Ireland.





## **VESSELS:**

### **Moving LNG to Where it's Needed Most**

The logistical challenges involved in supplying the world with enough natural gas to displace dirtier fuels, such as coal or diesel, are less about sourcing the natural gas and more about transporting it where it's needed most. Where pipelines fall short and ISO containers can't meet high demands, NFE's diverse marine fleet provides a solution that ensures a steady flow of clean energy across vast distances.

Our fleet includes floating storage regasification units (FSRUs), floating storage units (FSUs), and LNG carriers that can cover long distances. FSRUs not only transport LNG, but also convert it back into gas on-site, directly feeding local markets. FSUs offer strategic LNG storage to manage supply fluctuations. And LNG carriers transport fuel efficiently from production facilities to demand points worldwide.

NFE moves most of our LNG using ocean-faring vessels, some owned or leased by NFE and some chartered from Energos Infrastructure. At the end of 2023, NFE leased, owned, or operated seven FSRUs and 13 LNG carriers or FSUs. Our joint venture affiliate, Energos Infrastructure, owns 10 vessels. We also charter vessels to and from third parties as well as from Energos Infrastructure.

## **POWER PLANTS:**

### **Putting Clean Natural Gas Fuel to Use**

NFE doesn't just supply LNG and natural gas—we also generate electricity and support third-party power generators. Our terminals, liquefaction assets, and vessels supply a diverse customer base, ranging from businesses powering their operations using natural gas generators to third-party owned power plants that supply electricity to entire communities. Additionally, NFE operates power plants that supply clean, reliable power for homes, schools, hospitals, businesses, and industries in locations where traditional energy infrastructure is lacking. Aligning with our core mission, these power plants embody our commitment to sustainable development and our dedication to improving access to clean, reliable, and cost-effective energy.

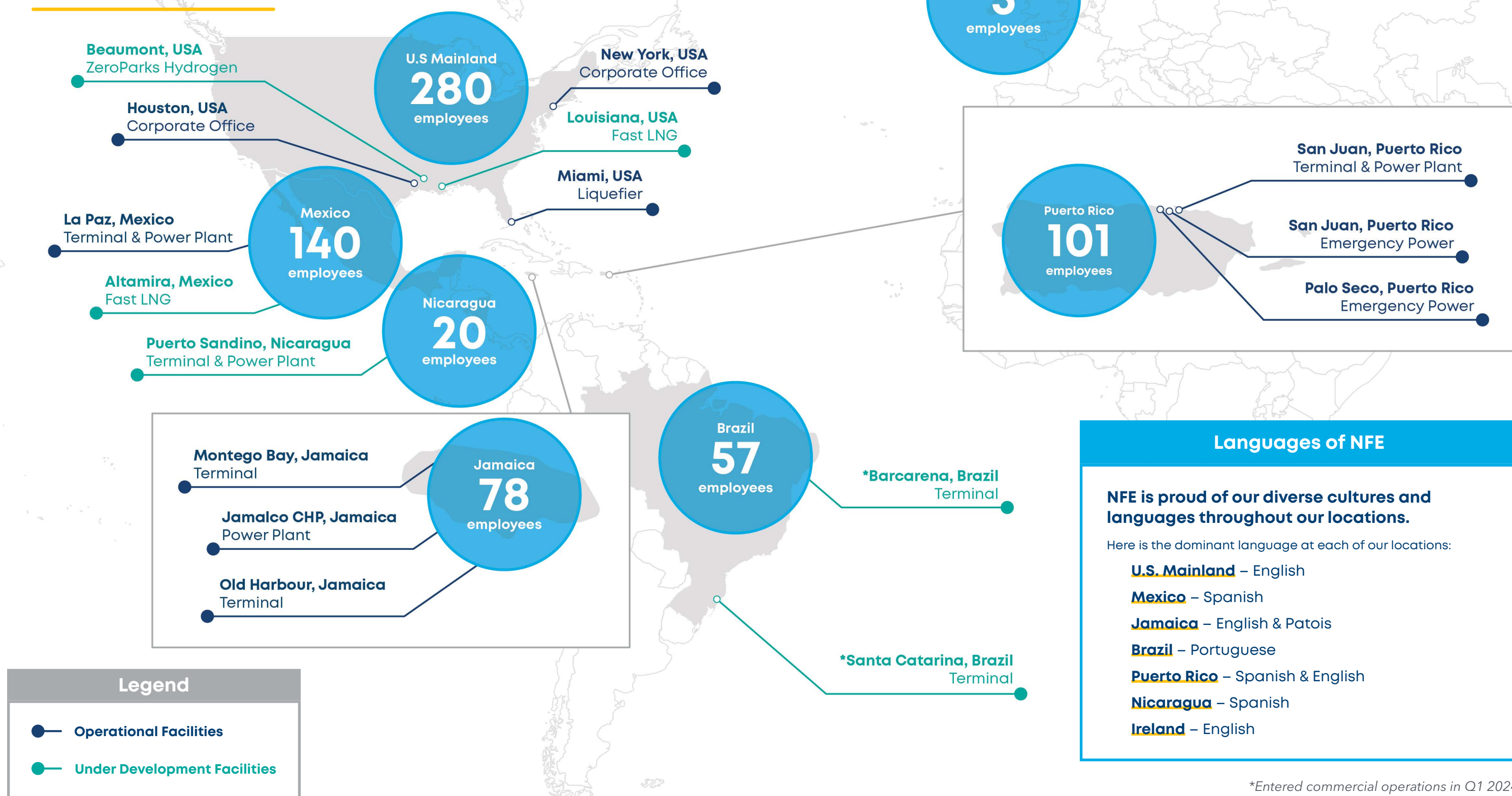
As of the end of 2023, NFE operates natural gas-fired power plants at the Jamalco Mining Company in Jamaica, La Paz in Mexico, and Palo Seco and San Juan in Puerto Rico (which we plan to transfer to PREPA in 2024). We are also developing plants in Barcarena in Brazil, Puerto Sandino in Nicaragua, and Shannon in Ireland.





# Our Locations & People

As of Year End 2023



## Languages of NFE

**NFE is proud of our diverse cultures and languages throughout our locations.**

Here is the dominant language at each of our locations:

**U.S. Mainland** – English

**Mexico** – Spanish

**Jamaica** – English & Patois

**Brazil** – Portuguese

**Puerto Rico** – Spanish & English

**Nicaragua** – Spanish

**Ireland** – English

*\*Entered commercial operations in Q1 2024*





# Our Sustainable Development Journey

“Expanding infrastructure and upgrading technology to provide clean energy in all developing countries is a crucial goal that can both encourage growth and help the environment.” – United Nations (See UNSDG definition for SDG 7: Affordable and Clean Energy)

Facilitating sustainable development has been at the core of NFE’s mission since our founding in 2014. From the beginning, we have been pursuing the objectives represented by the United Nations Sustainable Development Goals (SDGs) relevant to our operations, business, and influence on the communities in which we operate and the surrounding environment. The SDGs give us a structure for expressing our sustainability mission, values, and philanthropic efforts to our key stakeholders: our people, our shareholders and investors, our partners, our neighbors, and the public at large.

We plan to continue to support the use of the following 12 SDGs to guide our short- and medium-term sustainability targets.



## Foster a low-carbon future

Actively reduce global carbon emissions by providing cleaner fuels and developing zero carbon and near-zero carbon energy solutions



## Protect & preserve the environment

Reduce the impact of our business activities on the environment and communities in which we operate

## Empower people

Create access to affordable, cleaner energy where it is needed most



## Invest in communities

Make significant, positive impacts in communities where we operate







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**San Juan, Puerto Rico  
Terminal and Power Plant**

Our onshore micro-fuel San Juan LNG terminal supplies LNG to industrial users and natural gas to the Puerto Rico Electric Power Authority (PREPA) San Juan Power Plant.





# Our Progress & Goals

	SDGs	2023 Metrics	2024 Targets	2025+ Targets
Low Carbon Future	<b>Climate Risks &amp; Opportunities</b>	<div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>13 CLIMATE ACTION</div></div> <p>Performed QA/QC testing and other commissioning activities on FLNG1</p> <p>Continued study of feasibility of investments in hydrogen and other very low-carbon technologies</p> <p>Assessed and executed on opportunities to improve efficiency and reliability of assets while focusing on best available control technology for GHGs</p>	<p>Achieve COD on our first FLNG facility</p> <p>Initiate permitting and construction of a hydrogen associated facility</p> <p>Perform a formal climate change risk assessment (CCRA) for one facility and develop a facility-level climate mitigation strategy</p> <p>Perform CCRA requirements analysis at a corporate level, developing procedures and guidelines for climate change risk management and preliminary list of key climate change risks and responses</p>	<p>Continue working on our “net zero by 2030” commitment by pursuing energy efficiency and carbon reduction projects and through further investment in very low-carbon energy sources</p> <p>Populate CCRA process across additional facilities until all facilities under operational control are addressed</p> <p>Advance the list of key company climate change risks and responses</p> <p>Stage a drill with local agencies to communicate and affirm appropriate hurricane response readiness and capabilities</p>
	<b>Low-Carbon Technology</b>	<div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE</div><div>13 CLIMATE ACTION</div></div> <p>Initiated modifications to regas system to increase efficiency and reduce emissions at La Paz facility</p> <p>Integrated water recycling system into emergency power units in Puerto Rico to reduce water usage and emissions</p>	<p>Complete modifications to regas system and startup to increase efficiency and reduce emissions at La Paz facility</p> <p>Evaluate emission measurements and control technologies to implement across regas operations</p> <p>Leverage Fast LNG to deliver higher-quality and lower-sulfur gas to offshore sources</p>	<p>Further review low-carbon technologies as they become available</p> <p>Expand small-scale customer base to reduce reliance on ADO/HFO and transition to LNG</p>
Environment	<b>GHGs, Air Quality, &amp; Water Management</b>	<div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div></div> <p>Enhanced GHG and air quality data collection and quality at all sites, and evaluated addition of more categories of Scope 3 emissions to GHG inventory</p> <p>Refined and expanded our climate change risk and opportunity analyses</p> <p>Evaluated and implemented projects to enhance water consumption management and measure results at best candidate sites</p> <p>Investigated solutions for replacement use of municipal (potable) water in fire protection systems at best candidate sites</p>	<p>Address climate scenario analysis per TCFD for select facilities</p> <p>Continue implementing projects to enhance water consumption management and measure results</p> <p>Implement solutions for replacement use of municipal (potable) water in fire protection systems at best candidate sites</p>	<p>Evaluate and implement best-available control technologies as they relate to emissions monitoring and control as applicable at facilities</p> <p>Partner with local water supply agencies to identify and sponsor activities to improve municipal water availability and quality</p>





# Our Progress & Goals

	SDGs	2023 Metrics	2024 Targets	2025+ Targets
Environment	<b>Environmental Spills</b>	<div><div>14</div><div>LIFE BELOW WATER</div></div> <div><div>15</div><div>LIFE ON LAND</div></div> <p>Continued record of zero reportable spills to the environment</p> <p>Expanded LDAR programs to additional operating sites</p> <p>Used pilot project results to implement NFE-community emergency response initiative at additional locations</p>	<p>Continue record of zero reportable spills to the environment</p> <p>Expand LDAR programs to all applicable operating sites</p> <p>Stage a drill with local agencies to communicate and affirm appropriate spill response readiness and capabilities</p>	<p>Continue record of zero reportable spills to the environment</p> <p>Develop a community response event to inform on spill response capabilities and expertise</p>
	<b>Occupational Health &amp; Safety</b>	<div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div></div> <p>Achieved zero significant health and safety incidents (fatalities or life-changing injuries)</p> <p>Maintained injury frequency rate below industry average globally</p> <p>Established a program within NFE University to execute enhancements to training programs on a rolling basis to ensure regular companywide updates</p> <p>Enhanced the means by which hazards and risks are identified and controls are implemented to meet the challenges of new lines of operation including FLNG, vessel operation, and hydrogen projects</p>	<p>Continue to achieve zero significant health and safety incidents</p> <p>Continue to maintain injury frequency rate below industry average</p> <p>Maintain NFE University training programs on a rolling basis to ensure regular company-wide updates</p> <p>Partner with local agencies on fire safety and response activities</p>	<p>Continue to achieve zero significant health and safety incidents</p> <p>Continue to maintain injury frequency rate below industry average</p> <p>Re-evaluate and enhance existing risk assessments and introduce emerging mechanisms for mitigation</p>
Social	<b>Workforce Inclusion, Engagement, &amp; Development</b>	<div><div>4</div><div>QUALITY EDUCATION</div></div> <div><div>5</div><div>GENDER EQUALITY</div></div> <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div></div> <p>Hired 205 full-time employees globally, prioritizing local hires in each region</p> <p>Held volunteer events in each major location globally to give back to local communities</p> <p>Continued annual holiday match program for employees and more than doubled employee donations year over year</p> <p>Implemented new human capital management platform to improve capabilities for talent assessment, learning and development, and people analytics; held live trainings for all employees globally on how to use new platform</p>	<p>Further develop learning programs to encourage employee upskilling and progression</p> <p>Master our new human capital management system for more efficient person management, reporting, talent acquisition, and people analytics</p> <p>Continually search for new ways to improve employee experience and expand benefits package</p>	<p>Further develop learning programs to encourage employee upskilling and progression</p> <p>Expand engagement for community outreach efforts globally</p> <p>Prioritize recruitment with continued focus on local hiring</p>





# Our Progress & Goals

Social	SDGs	2023 Metrics	2024 Targets	2025+ Targets
	Workforce Inclusion, Engagement, & Development (cont'd)	Launched an online compliance training platform to improve employee experience  Expanded healthcare benefits including holistic health program to encourage healthy eating and exercise		
	Community Relations & Social Investment	<div><div>10 REDUCED INEQUALITIES</div><div>1 NO POVERTY</div><div>2 ZERO HUNGER</div></div> <div>Awarded 56 engineering and STEM scholarships across three universities in Jamaica  Provided financial aid for 4,000 students, covering tuition, school supplies, medical, and college exams in Jamaica  Supported 2,821 students participating in STEM activities in Jamaica  Donated food, supplies, and toys to 1,500 families for the holidays across Jamaica and Brazil  Donated water supplies to 300 children and families in Nicaragua  Supported six schools and teachers, and invested in 3,000 students in Mexico  Provided eye screenings and glasses to 300 children and adults in Brazil  Sponsored an event generating 10,000 temporary jobs in Brazil  Developed the workforce with internship programs and professional courses for 238 students across Jamaica and Brazil  Empowered local communities by hosting events and activities for 70 children and families in Brazil</div>	Award at least 60 engineering and STEM partial scholarships annually across our operational boundaries  Award financial aid and community bursaries to more than 1,500 students annually in Jamaica  Provide school supplies and medical examinations to more than 4,000 students annually across our operational boundaries  Engage engineering students in tours, internships, and webinars, educating them in LNG and marine transport technology across our operational boundaries  Respond to major natural disasters impacting our local communities, operations, and employees by providing support  Donate food, supplies, and toys to more than 4,600 children and families annually across our operational boundaries  Empower local communities by supporting cultural and historic events from traditional and indigenous communities in Brazil  Celebrate outstanding community members to encourage volunteerism among local communities in Jamaica  Focus on supporting STEM programs for children and workforce inclusion for adults in areas where we operate	Award at least 60 engineering and STEM partial scholarships annually across our operational boundaries  Award financial aid and community bursaries to more than 2,000 students annually in Jamaica  Provide school supplies and medical examinations to more than 4,500 students annually across our operational boundaries  Continue engaging engineering students in tours, internships, and webinars, educating them in LNG and marine transport technology across our operational boundaries  Facilitate on the job training to support workforce inclusion programs and learning opportunities in areas where we operate  Continue responding to major natural disasters impacting our local communities, operations and employees by providing support  Donate food, supplies, and toys to more than 4,600 children and families annually across our operational boundaries  Implement a volunteer program for employees to help local communities in Brazil  Create opportunities to inform communities, institutions and universities about energy transition and the environment in Brazil





# Our Progress & Goals

Governance	SDGs	2023 Metrics	2024 Targets	2025+ Targets
	<b>Regulatory Approach</b>	<div><div>8</div>DECENT WORK AND ECONOMIC GROWTH</div> <p>Published fourth-annual Sustainability Report</p> <p>Began implementation of Oracle NetSuite ERP system to support operations, finance, and governance functions</p>	<p>Publish fifth-annual Sustainability Report</p> <p>Fully implement Oracle NetSuite ERP system to support operations, finance, and governance functions</p> <p>Evaluate and implement data collection and disclosure metrics aligning with the SEC GHG Disclosure Rule</p>	<p>Publish sixth-annual Sustainability Report</p> <p>Commence reporting of GHG metrics under the SEC GHG Disclosure Rule</p> <p>Prepare for future data assurance requirements under the SEC GHG Disclosure Rule</p>
	<b>Business Ethics &amp; Transparency</b>	<div><div>8</div>DECENT WORK AND ECONOMIC GROWTH</div> <p>Implemented automated compliance training on LRN Corporation's platform</p> <p>Provided global compliance training across disciplines (e.g., anti-corruption, anti-money laundering, and sanctions) in multiple languages; automated tracking allowed targeted follow-up to ensure maximum employee uptake of training</p> <p>Used online questionnaire for annual vendor recertification, reducing vendor response time and allowing efficient internal tracking</p> <p>Updated relevant policies to include additional languages</p>	<p>Increase compliance headcount by hiring compliance managers to be embedded in countries where NFE operates</p> <p>Continue to update and modernize training program including ad hoc training by local compliance managers to respond to real-time compliance issues</p>	<p>Conduct independent third-party audit and benchmarking of our compliance program</p>
	<b>Cybersecurity</b>	<div><div>8</div>DECENT WORK AND ECONOMIC GROWTH</div> <p>Achieved less than 10% phishing click rate</p> <p>Completed annual review of Cyber Security Policy</p>	<p>Achieve less than 8% phishing click rate</p> <p>Update Cyber Security Policy to align with SEC regulations</p> <p>Introduce penetration testing across the enterprise</p>	<p>Continue monitoring employees' compliance to security policies</p> <p>Make annual compliance and phishing training mandatory for all employees</p> <p>Remediate any item identified in periodic penetration testing</p>





# Thriving globally in changing times

At NFE, we are fueled by the belief that reliable, consistent, and affordable access to clean energy is essential for communities to thrive worldwide. Faced with shifting energy demands as global supply chains are disrupted by geopolitical unrest and climate change, we are responding with a strategy of agility combined with growth. By increasing our own resilience to physical and economic risks and expanding our international footprint, NFE is responding to global changes while remaining steadfast in our commitment to meet emerging energy needs, develop key infrastructure, and provide the logistics required to expedite the transition to a more sustainable, low-carbon future.

## Santa Catarina, Brazil Terminal

In southern Brazil, our offshore Santa Catarina terminal will supply LNG to local distribution companies, power plants, and industrial customers.





## Clean & Dependable Energy for More People in More Places

**NFE started with a big idea: bring cleaner and more reliable LNG-based energy to areas that rely on liquid fuels (usually diesel) due to complex logistics. We've solved those logistical issues with innovative engineering and distribution solutions and made that big idea a reality for multiple communities.**

Now, NFE is expanding our LNG and power delivery business to meet a broader range of energy needs globally. We are expanding our offerings to include FLNG technology that can be installed either onshore or offshore and very low-emission technologies that aim to reduce the cost of these technologies to be comparable to and competitive with fossil fuels.

Our success so far is just the beginning of our journey. We remain focused on launching initiatives to continue bringing clean energy solutions to more communities across the world as global conditions continue to change.

**“NFE is committed to addressing the need for low-carbon energy while still providing more reliable power to the communities who need it most.”**







## Case Study

# Puerto Rico Emergency Power Plant Projects

**Interview with Luis Santiago, Regasification Chief Officer, San Juan, Puerto Rico, and Daniel McGuire, Senior Vice President, Power Generation, Houston, TX**

Due to aging infrastructure and hurricane damage, Puerto Rico has battled persistent critical power shortages. This has led to an unstable grid and frequent outages, especially during the island's warmer months and hurricane season. Power outages pose significant risks to lives and the economy, with estimated costs of \$14 million per occurrence and up to \$700 million each year.

In response to the urgent need to relieve the significant stress on Puerto Rico's power grid, in 2023, the Federal Emergency Management Agency (FEMA) tasked the Army Corps of Engineers with providing as much as 700MW of emergency power.

New Fortress Energy quickly stepped in with two key projects. We installed 200MW of emergency power at San Juan, which is also supplied with natural gas from our San Juan terminal. We also developed another 150MW equipped with dual-fuel generators at Palo Seco, just seven miles from the San Juan site. This new power generation is designed to burn natural gas during normal operations, but it can burn diesel as a backup source of fuel if necessary. While using natural gas, these generators emit fewer emissions than diesel to generate electricity. With a commitment to resilience and efficiency, our initiatives have strengthened the island's power capacity.

### **LUIS SANTIAGO**

#### **What was your role in the emergency power project(s)?**

I started my NFE career as an Operator at the San Juan terminal, and then I was promoted to Regasification Chief Officer at the Palo Seco emergency power project.

#### **Please explain the primary purpose and importance of the emergency power facilities.**

Since Hurricane Maria in 2017, Puerto Rico has had serious issues with power generation, leaving residents without a reliable power source. As a Puerto Rican, I can confirm that power outages were a common daily occurrence for most areas. At least two to three times a day, any resident would experience power fluctuations or outages. The emergency power generation stabilized the grid and provided relief to the local communities.

#### **What were the key considerations in designing the facility infrastructures to deliver a fast, dependable power solution for the people of Puerto Rico?**

Portable and reliable power were key considerations. The General Electric mobile packs can run with both diesel and natural gas, which is an excellent solution for extra generation. This equipment has proven to be reliable and cost-efficient. And natural gas is a cleaner and more economical fuel option.

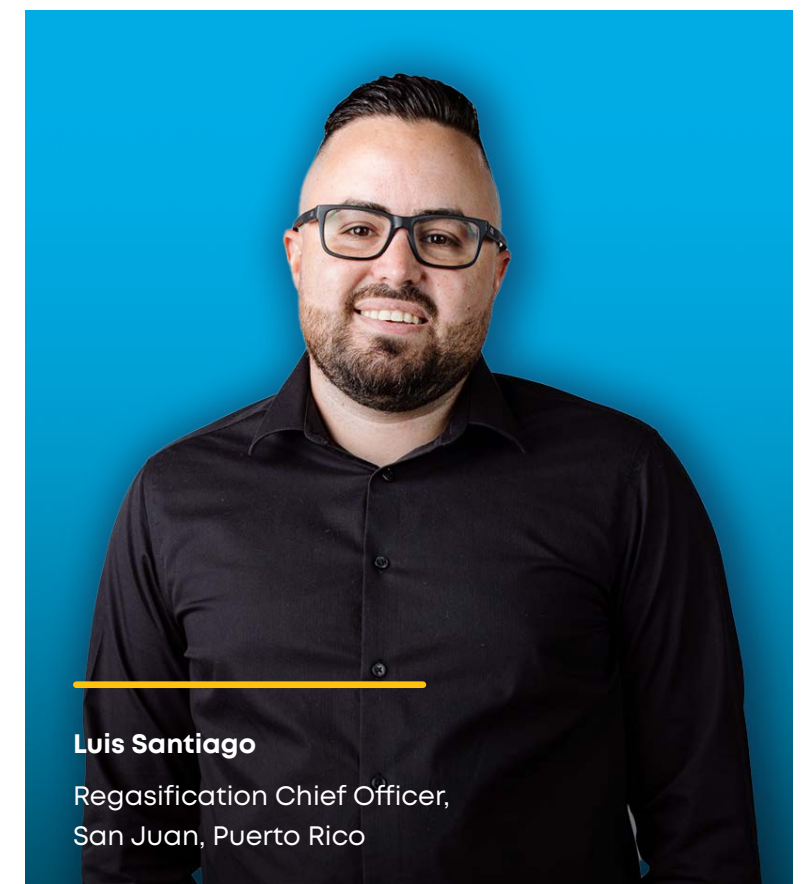
#### **Now that these emergency power projects are fully operational, how are they fulfilling the goal of providing dependable energy/capacity to Puerto Rico?**

The power generation fleet in Puerto Rico desperately needs maintenance and renovations. In addition, part of Puerto Rico's power generation equipment does not meet today's standards. These emergency power projects in Palo Seco and San Juan have helped decrease emissions, generate more reliable power, and reduce power outages in nearby areas.

#### **What is the impact of this cleaner, more reliable power supply for the island and the local community?**

The island and local community have already benefited immensely from the impact of cleaner, more reliable power supply, and will continue to reap its benefits. We have better air quality around the power generation facilities; less degradation of nearby structures, equipment, and property; and fewer power outages.

**"The emergency power generation stabilized the grid and provided relief to the local communities."**



**Luis Santiago**

Regasification Chief Officer,  
San Juan, Puerto Rico





## DANIEL MCGUIRE

### What was your role in the emergency power project(s)?

My role in these projects was Project Manager and Subject Matter Expert for the power generation work scope. I was responsible for managing the installation and commissioning of the power generation units and plant equipment. Upon successful completion of commercial operation date (COD), my role shifted to managing daily operations & maintenance of the units and equipment.

### What was the biggest technical challenge faced by the projects?

It was time! Each emergency power project was constructed in three months, with only a month in between. This is the fastest we have ever seen this many megawatts of power built. The bid was awarded in January 2023, and work had to start on Palo Seco in February 2023, with San Juan scheduled right behind it. The civil and geotechnical work had to be executed in March and April of 2023 because the generator sets and transformers were arriving in May. Then, EPA required the addition of demineralized water injection for air emissions control. We did not have emergency waivers; we had to permit and test and follow the rules. Basically, we had to complete a regular project on an emergency schedule.

Palo Seco was a challenge because it also included building a LNG regasification terminal to convert the LNG fuel into usable natural gas. The San Juan gensets used the existing NFE regasification terminal, which saved a lot of time and money. Also, both projects had to be able to burn both natural gas and diesel, with diesel supplied upfront, because the island will rely on the emergency power projects during hurricanes. The projects had to be able to operate on diesel and LNG in ISO containers in case the Coast Guard ever has to close San Juan Bay to LNG vessels for a storm.

### What is the impact of this cleaner, more reliable power supply for the island and the local community?

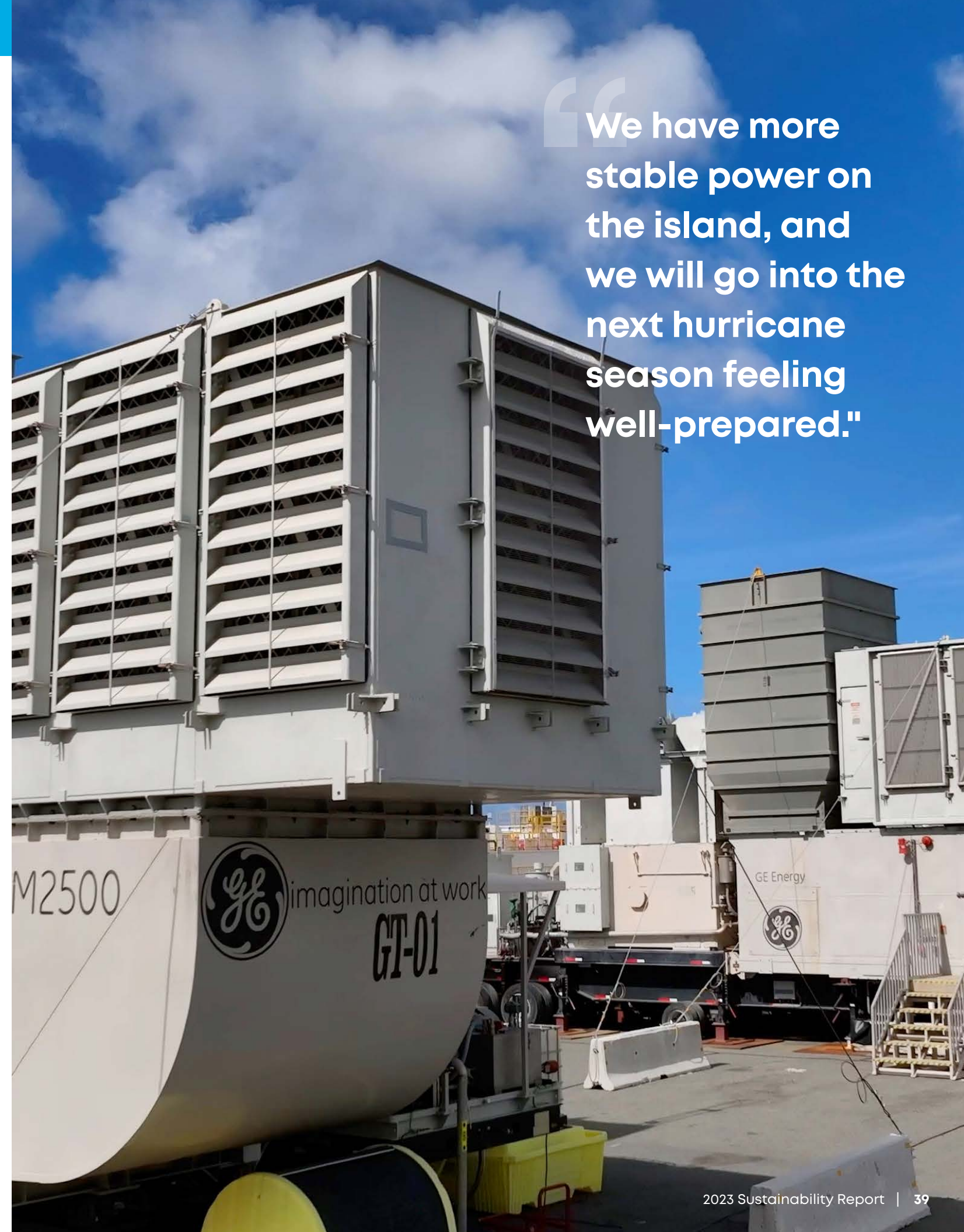
We are proud of all the good these projects have done. We have more stable power on the island, and we will go into the next hurricane season feeling well-prepared.



**Daniel McGuire**

Senior Vice President, Power Generation,  
Houston, TX

**“We have more stable power on the island, and we will go into the next hurricane season feeling well-prepared.”**





**Palo Seco, Puerto Rico**  
**Emergency Power Plant**

Just seven miles from our San Juan plant is our second Puerto Rico emergency power plant. Our Palo Seco site supplies 150MW of LNG to meet spikes in electricity demand during the island's dangerous periods of often record-breaking temperatures.







# Our Climate Change Risks & Opportunities

## As NFE evolves and tackles more ambitious goals, we acknowledge the dual landscape of heightened climate change risks and the growing demands for energy.

We initially assessed our climate change-related risks in our last Sustainability Report with voluntary climate disclosure guidelines issued by the Task Force on Climate-Related Financial Disclosures (TCFD), which are now absorbed and incorporated into the IFRS S2 - Climate-related Disclosures Standard issued by the International Sustainability Standards Board (ISSB) and were integrated into the proposed U.S. Securities and Exchange Commission (SEC) Climate Disclosure Rule.

Considering the anticipated finalization (with an effective date in 2025) of the SEC Climate Disclosure Rule with modified references to TCFD/IFRS S2, we are proactively adopting the SEC's final climate risk disclosure methodology in this report. This decision positions us to continue presenting a comprehensive overview of NFE's material energy transition and physical climate risks in a format in keeping with future mandatory reporting requirements.

The assessment here examines risks in the short term (within the next 12 months) and long term (beyond the next 12 months) at a corporate level that could materially impact our strategic direction, operational outcomes, or financial health in line with Regulation S-K item 1502 (a). Also, in keeping with items 1502(b), (c), and (d) of the Regulation S-K, NFE will disclose how material climate change risks impact operations, how we manage these risks, and how they impact our business. NFE plans to address risk at the project level on a case-by-case basis after the terms of Regulation S-K are finalized.

Note that NFE is not, within the context of this report, making disclosures reserved for placement within financial statements by Article 14 of Regulation S-X, as the detailed contents of financial statements are beyond the scope of this Sustainability Report.

### Short- and Long-Term Regulatory Risks

NFE operates in the LNG market, and, as such, we face business risks from increased regulation resulting from the growing oversight of natural gas and LNG operations in jurisdictions in which we operate. NFE is managing these risks by making efforts to increase the granularity and accuracy of our LNG and natural gas management data. This is particularly important as more disclosure platforms and regulations, such as the SEC's Climate Disclosure Rule, are requiring data assurance.

NFE is also responding directly to this risk by investing in technology to reduce the methane emissions, criteria air pollutant emissions, and other environmental impacts that these regulations govern. Our goal is to meet increasing demands for emissions and other environmental impact controls and reduction actions using accessible, demonstrated-effective technology to manage not only the risk of increasing requirements but also the risk of failing to comply.

In the United States, the only significant climate disclosure legislation finalized by the close of 2023 was by the State of California, which does not impact NFE because we do not do business in California. However, finalization of the SEC's disclosure rule, which will apply to NFE, was imminent and eventually occurred in early 2024 with an almost immediate legal stay. While this negates short-term risk, long-term risks of compliance (including expenditures on additional recordkeeping and reporting and third-party assurance) still remain.

NFE recognizes that other federal agencies, individual states, and state coalitions have adopted or considered adopting legislation, regulations, or other regulatory initiatives targeted at GHG emissions and disclosure of GHG emissions and climate change risks, including GHG cap and trade programs, carbon taxes, reporting and tracking programs, emission restrictions, pollution reduction incentives, or renewable energy or low-carbon replacement fuel quotas. At least some of these are likely to impact NFE's operations in the long-term with some of the impacts potentially being material. Increased regulation brings increases in operating costs not only to adjust operations to regulatory requirements but also to fund demonstration of compliance with the regulations.

At the international level, 197 countries signed the United Nations-sponsored Paris Agreement, committing to limit GHG emissions through non-binding, individually determined reduction goals every five years after 2020. The United States rejoined the Paris Agreement effective in February 2021, and other countries where we operate or plan to operate, including Jamaica, Brazil, Ireland, Mexico, and Nicaragua, have signed or acceded to this agreement. While the scope of future climate and GHG emissions-focused regulatory requirements remains uncertain, Brazil adopted the IFRS Sustainability Standards on October 20, 2023, via Resolution 93. As an EU member, Ireland was obligated to follow EU climate change standards. Jamaica and Mexico saw little new climate change regulatory development. The U.S. has seen significant legislation and rulemaking that seeks to address climate change by incentivizing low-carbon infrastructure or initiatives, which creates opportunities for NFE, and also by banning or restricting the exploration and production of fossil fuels, which creates risks to our LNG business.





### Short- and Long-Term Climate Change Litigation and Reputational Risks

Companies in the oil and gas business face a reputational risk associated with climate change because of the impact the GHG emissions associated with their products have on climate change. NFE works actively to protect and enhance our corporate reputation and public license to operate from this risk not only by our ongoing commitment to regulatory compliance but also by our commitment to ESG performance. This includes a net-zero carbon goal and extensive support of local organizations and infrastructure in the communities where we operate. NFE aims to raise awareness of our environmental, climate change, and social commitments among a wide range of stakeholders including employees, prospective employees, contractors, investors, customers, suppliers, regulators, and neighbors.

In terms of long-term risk, climate-related litigation and permitting difficulties are increasing, as cities, local governments and private organizations have sought to either bring suit against oil and natural gas companies in state or federal court, alleging public nuisance claims, or seek to challenge permits required for infrastructure development. Fossil fuel producers are also facing general risks of shifting capital availability due to stockholder concern over climate change and potentially stranded assets in the event of future, comprehensive climate and GHG-related regulation. While several of these cases have been dismissed, there is no guarantee of how future lawsuits might be resolved.

### Short- and Long-Term Cybersecurity Risks

Cybersecurity threats, while not exclusively related to climate change, are amplified by the geopolitical tensions and socioeconomic instability climate change impacts cause. This unrest provides fertile ground for cybercriminals to thrive, especially in the coastal areas where NFE operates that are already grappling with political, economic, and legal instabilities.

As a supplier of energy and operator of critical energy infrastructure, NFE understands the significant cybersecurity risks posed by parties hostile to NFE, our customers, or both. To mitigate this risk, NFE is continually enhancing our cybersecurity defenses to address the dynamic nature of these threats.

Our cybersecurity infrastructure is built on rigorous risk mitigation and stringent data protection practices. This includes comprehensive policies that guide our employees on data management, use of computer equipment and software, and social media interactions, along with mandatory cybersecurity training. Our cybersecurity management framework is underpinned by our Enterprise Security Assessment and Authorization Policy that establishes robust security procedures and provides for continual monitoring, assessment, and improvement.







In 2023, NFE established a Cybersecurity Council comprising leaders within the business with the aim of growing awareness and formalizing protocols for cybersecurity. We enforce strict access control measures for information systems and extend these protocols and our cybersecurity policies to any third-party partners requiring access.

### Short- and Long-Term Climate Change Market Fluctuation Risks

NFE's vertical integration—wherein we process gas purchased under long-term contracts and transport and use our own LNG—mitigates our LNG market risk to some extent. However, since NFE does source some of our LNG supply from the market, we are subject to disruptions in both the LNG and raw natural gas supply chains. NFE manages these risks by engaging with multiple suppliers in a range of locations, allowing us to avoid disruptions that are not global.

Most of our LNG supply contracts are based on a natural gas-based index, Henry Hub, plus a contractual spread. We primarily operate under long-term contracts with customers, many of which contain fixed minimum volumes that must be purchased on a take-or-pay basis. We limit our exposure to fluctuations in natural gas prices, as our pricing in contracts with customers is largely based on the Henry Hub index price plus a contractual spread.

As companies commit to and execute net-zero carbon emission goals, we also face the market risk of lowered demand for petroleum products. However, NFE is already poised to respond to this lowered demand by being a provider of hydrogen and other very low-carbon fuels through our Zero division and other avenues.

NFE is continuing to invest in these very low-carbon fuels to further our own net-zero goals as well. NFE's risk is further managed by our exposure only to that of lower demand for LNG and natural gas products, not to liquid petroleum products and coal.

The IEA World Energy Outlook 2023 reports lower demand projections for natural gas and oil than in any year hence. Projections indicate global peaks in the mid- to late-2020s followed by a steep decline for coal and very soft declines for oil products and natural gas driven by the emerging dominance of low- to no-emissions fuels and energy efficiency efforts. Notably, this global trend is not expected to be uniform. Some of the reduced emissions in advanced economies are predicted to be offset by growth in emerging economies and overall reductions significantly insufficient to meet net zero emissions by 2050.<sup>(1)</sup>

### Short- and Long-Term Physical Climate Risks

As ocean-faring vessels primarily transport LNG, most NFE liquefaction facilities and terminals are in coastal areas. At some locations, additional infrastructure or operations (including LNG-fired power plants and floating offshore liquefaction units or other infrastructure associated with our Fast LNG technology) are located close to our coastal terminals. Collectively, these operations face heightened risks from extreme weather events (e.g., floods, droughts, heatwaves, cold waves, hurricanes, and windstorms) or other natural hazards (e.g., wildfires and earthquakes). Risks also arise from the secondary impacts associated with these events, such as freshwater shortages, increased energy demands, increased risk of workforce heat stress, and other adverse impacts on local economies, ecosystems, and biodiversity.

NFE continues to be driven by our commitment to supply cleaner and more reliable energy to communities that need it most in the face of increasing extreme weather risks. We strategically decided to locate operations in Jamaica, Puerto Rico, coastal Mexico, Nicaragua, and Brazil with high exposure to these kinds of extreme weather risks. These areas combine a need to replace diesel-fueled power and access for LNG transport vessels.

Acknowledging these elevated risks, NFE has integrated into our project designs and operating procedures measures to mitigate risks from extreme weather and natural hazards and their secondary impacts with the goal of improving the resilience of our operations.

Nonetheless, our focus on geographical areas prone to severe weather and other natural hazards exposes us to significant operational risks such as damage or loss of our infrastructure, contamination to the area, and suspension of our operations. The impact of these events was exemplified by the earthquake near Puerto Rico in January 2020 that temporarily delayed development of NFE's projects there. Significant damage to the assets we own or lease, or those critical to supplying or delivering products to our customers, has the potential to significantly interrupt, damage, or even destroy our operations. While NFE has comprehensive insurance, our coverage may be insufficient to fully cover losses that may occur. NFE monitors this situation regularly so we can rebalance our investments and our risks as conditions change.

Given our reliance on marine logistics and transport, NFE focuses on ensuring efficiency in routing shipments and supply chain aspects to restrain emissions as much as practical. This includes determinations for sourcing of gas as well as vessel types used. NFE also makes efforts to maximize the volume transported to reduce the number of voyages. We work with our third-party shippers to encourage the use of environmental best practices.

<sup>(1)</sup> International Energy Agency, *World Energy Outlook 2023*, page 26, [www.iea.org](http://www.iea.org).





NFE is deeply invested in supplying communities with cleaner, more stable, and accessible power supply, and ensuring that the power we supply is available in all but the most extreme conditions. We aim to swiftly restore services after extreme events to support the local community. As the severity and frequency of climate-related risks intensify, NFE aims to remain at the forefront of mitigation technology and practices, safeguarding our operations and the communities we serve.

### Short- and Long-Term Risk from Evolving Stakeholder Demands

Governments, investors, customers, employees, and other key stakeholders are increasingly prioritizing corporate ESG practices and disclosures, and expectations in this area are rapidly evolving. NFE is actively responding by announcing and implementing sustainability disclosures, sustainability-focused goals, initiatives, investments and partnerships. While these efforts reflect our commitment and current strategy, they are not guarantees that we will always be able to achieve them.

Our efforts to accomplish and accurately report on these initiatives and goals present operational, regulatory, reputational, financial, legal, and other risks, any of which could have a material negative impact. In addition, the standards for tracking and reporting on ESG matters are relatively new, have not been harmonized, and continue to evolve. Our processes and controls may not always align with evolving voluntary standards for identifying, measuring, and reporting ESG metrics; our interpretation of reporting standards may differ from those of others; and such standards may change, any of which could result in significant revisions to our goals or reported progress in achieving such goals.

In this regard, the criteria by which our ESG practices and disclosures are assessed may change due to the quickly evolving landscape, which could result in greater expectations of us and cause us to undertake costly initiatives to satisfy such new criteria.

### How NFE is Addressing Climate Change Risks

In anticipation of the SEC finalizing its new rules in 2024, NFE began planning for compliance with these rules in 2023, to the extent reasonable prior to finalization. Looking to comply with item 1501 of Regulation S-K, NFE assessed the role of our Board of Directors and management in overseeing the company's response to climate change risks and opportunities.

In 2023, to define internal responsibility for managing climate risks and opportunities, NFE formed an ad hoc team of health, safety, security, environmental, and quality (HSSEQ) and corporate professionals who have been instrumental in developing our climate change response activities. This team assesses available information to identify climate change risks and corresponding gaps to fill to create a robust basis for risk determination. NFE plans to formalize a communications plan for this team and determine the target audiences for the team's message within the NFE structure in 2024.

### How NFE Integrates Climate Change Risk into Our Risk Management System

NFE identifies, analyzes, and responds to risks within our individual corporate departments using subject matter experts within those departments rather than through a formalized, consolidated enterprise risk management program. As such, NFE's climate change risks are managed within the same HSSEQ department that measures climate impacts and implements measures to minimize those impacts. To plan to comply with item 1503 of Regulation S-K, NFE's subject matter experts are integrating climate change-related risks into the HSSEQ risk management system. They are developing procedures for identifying the conditions under which NFE is likely to incur material climate change-related physical risks and material transition climate change risks. For those climate change-related risks to which NFE is vulnerable, the subject matter experts will develop guidelines for prioritizing risk response and identifying whether the appropriate response to each risk is mitigation, acceptance, adaptation or some combination thereof. The procedures and underlying guidelines as well as a preliminary risk matrix are expected to be available in draft by the end of 2025.

**"NFE is deeply invested in supplying communities with cleaner, more stable, and accessible power supply, and ensuring that the power we supply is available in all the most extreme conditions."**





## Miami, USA Liquefier

Our first facility, located in Miami, FL, can liquefy roughly 100,000 gallons of LNG every day. We sell and deliver that LNG directly to industrial customers in southern Florida and throughout the Caribbean.





## Our Approach to Describing the Future of Climate Change

**In the 10 years since NFE was founded, the landscape of climate-related financial disclosures has undergone significant developments.**

NFE originally used reporting frameworks such as the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the International Petroleum Industry Environmental Conservation Association (IPEICA). Those frameworks have since expanded to include new, more complex frameworks such as the Task Force on Climate-Related Financial Disclosures (TCFD). We have expanded the coverage of our sustainability reports to address these frameworks.

TCFD was founded to enhance transparency, and companies widely adopted it as a framework to guide their climate-related risk disclosures. The SEC proposed TCFD recommendations as a regulatory requirement in a draft of its climate disclosure rule. However, the TCFD has since been dissolved, with recommendations now integrated into the International Sustainability Standards Board (ISSB) reporting framework under the second IFRS standard. All TCFD-specific requirements were omitted in the SEC's final climate disclosure rule published in late 2023, although many of its general requirements remained without reference to their origin.

In 2023, NFE began developing our TCFD climate change risk and opportunity analysis and announced a plan to complete a comprehensive TCFD scenario analysis this year. However, as the final SEC rule no longer mandates TCFD-based scenario analysis unless it is already an established practice within the company, NFE has decided to focus our resources on enhancing our climate change risk and opportunity assessment and developing other climate-related disclosures as mandated by the SEC.

Given the rapid changes in not only climate but also global conditions, NFE views a risk and opportunity analysis as a practical approach for solid business planning, rather than designing strategies around future climate scenarios alone.

NFE remains adaptive and open to revisiting the inclusion of scenario analysis into our climate risk mitigation strategy should the regulatory landscape evolve once more. This reinforces our commitment to sustainability and responsible corporate governance in the face of climate change.





## Our Journey to Net Zero: Measuring and Reporting Progress on Climate Targets and Goals

**In keeping with item 1504 of Regulation S-K, NFE is disclosing our public commitments to reducing our GHG emissions or otherwise meeting certain sustainability goals—specifically, our commitment to achieve net zero by the end of 2030 and our progress on this goal.**

In NFE's first Sustainability Report, which reported on our business for calendar year 2020, we committed to being net zero for company-wide Scope 1 and 2 GHG emissions by the end of 2030. At that time, NFE operations were vastly different from today. In 2020, NFE comprised only five facilities in the U.S. and Jamaica, only two lines of business: transportation and fuel sales, and generation of electricity. We foresaw the ability to reduce our emissions over the next 10 years, hence we invested in very low-carbon energy sources.

We did not foresee the turmoil that shortly would disrupt virtually every corner of the world via the coronavirus pandemic and war between Russia and Ukraine. NFE responded to global needs for more natural gas distribution and power generation to compensate for shortfalls caused by supply chain disruptions. We held true to our commitments and helped keep the lights on in Jamaica and Puerto Rico. NFE also expanded into Latin America, developed FLNG technology to make low-carbon LNG accessible to more areas, and invested in clean hydrogen technology to decarbonize hard-to-abate sectors of the economy.

Investments in new very low-carbon technologies will serve as a critical means for NFE's goal of achieving net-zero emissions by the end of 2030. NFE foresees supplementing natural gas with other technologies, just as it has substituted natural gas for liquid petroleum and coal.

Since our original commitment in 2020, NFE has developed additional natural gas-based resources: LNG terminals, FLNG technology for LNG liquefaction, and a power generation complex in Puerto Rico in response to global energy disruptions and the growing need for affordable energy. Therefore, in last year's (2022) Sustainability Report, NFE renewed and reframed our net-zero commitment to meeting net zero for Scope 1 and 2 emissions for our five legacy sites by the end of 2030.

For the newer facilities and facilities to come, NFE commits to pursuing decarbonization to the greatest extent possible while still pursuing our sustainability mission to supply the transition fuel of natural gas to locations using oil or coal and to areas suffering fuel shortages. We are committed to building a balanced portfolio of both clean LNG and alternative fuels that aligns with both global sustainability initiatives and global needs for energy.

To support our renewed commitment to net zero, we will continue to pursue decarbonization efforts to reduce emissions, enhancing technologies and optimizing business practices before relying on offsets. These efforts include potential investments in very low-carbon fuels, renewable energy, energy storage, and GHG emissions reduction (such as fuel efficiency, leak prevention, and GHG capture and carbon sequestration).



Rendering





# Protect & Preserve the Environment

As a global energy company, NFE is ideally positioned to demonstrate how energy providers can be leaders in the transition to a lower-carbon, sustainable future. While our climate change and clean energy leadership role is evolving and increasing in priority, we are just as committed to protecting the environment from other challenges such as air, water, and land pollution.

We understand we engage in industrial operations, and we are committed to making sure those operations are conducted responsibly and in a way that minimizes environmental impacts. We exercise that commitment by continuing to monitor our operations and their environmental impacts while searching for ways to improve performance year-over-year and disclosing these efforts in our annual sustainability reports.

NFE's commitment to environmental stewardship originated with our earliest projects that replaced diesel-fired power with natural gas-fired power in sensitive marine ecosystems in Jamaica. Not only did this replacement reduce the climate change impact of supplying communities with the energy they need to prosper, but it also reduced other environmental impacts such as air pollutant emissions (e.g., sulfur dioxide, particulate matter, nitrous oxides and volatile organic compounds) and releases of liquid hydrocarbons to water and soils.

Now our commitment has matured, enabling us to seek out and employ cutting-edge technology to build facilities that minimize environmental impacts across the board, including carbon, other air pollutants, water, and land. NFE is still bringing environmental improvements to new areas, but now on a bigger scale and with different stakes.

It has been a long journey from the Caribbean to Latin America to Europe. What has stayed consistent throughout the journey, and what will continue, is our desire to drive positive change in the energy sector. Our goal is global, and it is to actively secure a sustainable future and protect the environment for our generation and the generations to come.

## Atlantic Forest in Brazil

Our Santa Catarina terminal is the first liquefied natural gas regasification terminal in the Southern region.





# Energy

NFE has continued to improve our environmental data collection and monitoring efforts, which includes carefully tracking energy consumption within our organization and energy sold by us, since 2021.

NFE's energy usage stems from combustion of fuels such as natural gas, diesel, and gasoline, and use of third-party electricity, at our terminals, liquefaction facilities, and offices, and by our vehicles and shipping vessels.

In 2023, total fuel consumption increased by 52% from 2022, primarily reflecting the increased activity within our shipping operations as we transported LNG across greater distances to meet energy shortfalls and increased demand due to the geopolitical landscape. Conversely, electricity consumption at our facilities shows a nominal decrease of 5%. Business growth from 2022 to 2023 is also evident in the 16% increase of fuel sold to customers and the 45% increase in electricity and steam output from our Jamalco power plant.

LNG and natural gas, which make up most of our fuel sales, are critical transition fuels in the global transition to cleaner and more sustainable energy solutions. We recognize that GHG emissions are associated with both producing and using these fuels. As such, we remain committed to enhancing our energy use tracking to identify opportunities for improving energy efficiency and reducing our environmental impact.

As NFE navigates toward a low-carbon future, we are proud to supply critical transition fuels to communities that would otherwise depend on more carbon-intensive fuels for energy generation, empowering them with the ability to reduce their emissions while aligning with our vision of providing lower-carbon fuels in the near future.

Year-to-Year Energy Metrics in MWh				
	2021	2022	2023	% change from 2022
Total Fuel Consumed	3,764,237	3,255,495 <sup>(a)</sup>	4,953,445	52%
Total Electricity Consumed	40,969	51,666	49,014	-5%
Total Fuels Sold	11,069,588	21,538,397	25,012,393	16%
Total Electricity & Steam Sold	656,876	490,861	712,609	45%

a. Total fuel consumed for 2022 is corrected from the 2,624,146 MWh reported in the 2022 Sustainability Report, which used an incorrect energy conversion factor for a subset of fuel usage.

# Air Quality

Driven by our vision for a sustainable future, NFE remains committed to increasing the accessibility of cleaner-burning natural gas and LNG, which are key transition fuels in the global shift towards low-carbon energy.

Compared to employing more traditional fuels such as coal and oil, generating energy using natural gas or LNG emits significantly less pollution: less nitrogen oxide (NO<sub>x</sub>), less carbon dioxide (CO<sub>2</sub>), nearly no sulfur oxide (SO<sub>x</sub>)\*, and almost no fine particulate matter. Compared to oil and coal, LNG produces fewer air-polluting emissions of just about every kind, including GHG emissions.

Our operations and air emissions management processes consistently comply with or exceed local air quality standards and permits issued by local air authorities, underscoring our commitment to protecting the environment and the well-being of the communities in which we operate.

For example, when we were commissioning the Emergency Generation project for Palo Seco in Puerto Rico, we recognized an opportunity to add NO<sub>x</sub> reduction technology without delaying the very critical schedule. We added demineralized water injection to the project's turbines. For turbines such as those used at the Palo Seco Emergency Generation project, which are not "dry low emissions" technology and do not have another NO<sub>x</sub> abatement system integrated, simple injection of demineralized water to reduce the turbine cycle temperature can reduce NO<sub>x</sub> emissions by as much as 25%.

“Compared to employing more traditional fuels such as coal and oil, generating energy using natural gas or LNG emits significantly less pollution.”

\*Natural gas from LNG is very low in sulfur because the liquefaction process includes an aggressive sulfur removal process. Sulfur is a significant contributor to fine particulate matter as well.





**San Juan, Puerto Rico  
Emergency Power Plant**

When FEMA asked for emergency power supplies to keep the lights on and energy flowing in Puerto Rico during emergencies, we responded with our 200MW power installation in San Juan. Each of our 10 mobile units can produce 25MW, and we bring in another 19 TBtus of essential LNG through our San Juan LNG terminal next door.





# GHG Emissions

**NFE takes pride in reliably supplying communities in the Caribbean, North America, Brazil, and Europe with lower GHG fuels like natural gas and LNG, supporting the global transition to low-carbon energy solutions.**

We acknowledge that while our activities contribute to this broader solution, they also produce GHG emissions. As part of our commitment to environmental stewardship, we continue to monitor and disclose our GHG emissions annually, while also continuing to seek opportunities to improve our operations and reduce our GHG emissions where feasible.

NFE tracks and reports Scope 1 and 2 emissions in accordance with the World Resource Institutes' Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (the GHG Protocol<sup>(a)</sup>). Our GHG inventory aggregates emissions from activities within our operational control that occur from January 1 to December 31 of each reporting year.

Scope 1 emissions include direct GHG emissions generated by combustion of fuels by NFE vehicles and equipment, as well as fugitive emissions. Scope 2 includes indirect GHG emissions from the use of electricity by NFE assets. Pending a full materiality assessment to identify all relevant Scope 3 categories, only GHG emissions for Category 11—Use of Sold Products—are included in our GHG inventory, as this is expected to be the largest source of NFE's Scope 3 emissions. GHG emissions are reported in metric tons of carbon dioxide equivalents (tCO<sub>2</sub>e) and calculated based on global warming potentials from the IPCC's Fourth Assessment Report (AR4).

Data used to calculate GHG emissions are sourced from corporate accounting, site records, and personnel knowledge from the sites operated by NFE. Direct operations and accounting data are used where available. Where these are not available or are incomplete, emission source data is estimated using best practices outlined by the GHG Protocol. Emission factors are obtained from the U.S. Environmental Protection Agency (EPA) and the International Energy Agency (IEA).

## Detailed 2023 GHG Inventory in tCO<sub>2</sub>e

	Scope 1	Scope 2 <sup>(a)</sup>	Scope 3 (Use of Sold Product)
<b>JAMAICA</b>	<b>534,145</b>	<b>1,198</b>	<b>1,129,527</b>
Old Harbour Terminal	112,490	50	674,133
Jamalco CCHP	413,906	12	-
Montego Bay Terminal	7,749	1,130	455,394
Offices	0.2	6	-
<b>MEXICO</b>	<b>8,826</b>	<b>518</b>	<b>229,381</b>
La Paz Terminals	8,336	498	229,381
Offices	489	20	-
<b>U.S.A.<sup>(b)</sup></b>	<b>66,363</b>	<b>18,799</b>	<b>1,900,297</b>
San Juan Terminal	62,761	8,075	1,845,638
Miami Liquefaction	3,583	10,390	54,659
Corporate Offices	19	334	-
<b>BRAZIL</b>	<b>4,136</b>	<b>2,849</b>	<b>20,798</b>
Terminals	4,136	2,831	20,798
Offices	-	18	-
<b>SHIPPING VESSELS</b>	<b>333,774</b>	<b>-</b>	<b>1,255,236</b>
<b>TOTAL</b>	<b>947,243</b>	<b>23,363</b>	<b>4,535,240</b>

<sup>(a)</sup> Location-based and market-based Scope 2 estimates are the same for reporting year 2022 due to the limited availability of qualifying electricity purchases, supplier-specific emission factors, and regional residual mix factors.

<sup>(b)</sup> Activities associated with PREPA discussed in the **Air Quality** section are not included in NFE's 2023 GHG inventory, as the facility is not under NFE's operational control.





Year-Over-Year GHG Emissions in tCO <sub>2</sub> e				
	2020 (base year)	2021	2022	2023
Scope 1	967,889	1,102,015	679,964	947,243
Scope 2	46,781	19,421	22,529	23,363
Scope 3	1,979,580	2,106,423	3,907,656	4,535,240
Scope 1 & 2 Carbon Intensity	2.25 (tCO <sub>2</sub> e/\$1000)	0.85 (tCO <sub>2</sub> e/\$1000)	0.30 (tCO <sub>2</sub> e/\$1000)	0.40 (tCO <sub>2</sub> e/\$1000)

NFE’s operations have grown and diversified from three terminals in Jamaica in 2020 to encompass a variety of facilities across the Caribbean, North America, Brazil, and Europe, along with a global shipping operation for LNG transport. This growth is reflected in the fluctuations of operational (Scopes 1 and 2) emissions year over year. Our Scope 2 emissions show a nominal increase from 2021 to present, which reflects the growing footprint of our operations, following the initial decrease from 2020 due to improved data tracking and energy efficiency.

Conversely, our Scope 1 emissions have markedly increased from 2022 to 2023. This is primarily due to our LNG shipping operations, which experienced an increase in trip distances in 2023 to meet the increased global demand for LNG. This expanded shipping activity has increased our carbon intensity from 0.3 tCO<sub>2</sub>e/\$1,000 in 2022 to 0.4 tCO<sub>2</sub>e/\$1,000 in 2023. Nonetheless, we continue to maintain an overall 82% reduction in our carbon intensity from our 2020 baseline of 2.25 tCO<sub>2</sub>e/\$1,000.

NFE remains committed to reducing our carbon intensity while sustainably growing our operations and meeting the global demand for cleaner and lower-carbon energy solutions. As our business activities continue to evolve, as they have over the past four years, we are opting to not rebaseline our GHG inventory this year, but to reserve this task for a later date.

# Environmental Spills

**New Fortress Energy is confident in our ability to manage the risk of liquid and gaseous hydrocarbon fuel spills at our facilities by employing consistent, robust operational controls.**

This confidence is well-founded, because 2023 was the sixth consecutive year in which we achieved our goal of zero reportable spills. Our premier spill prevention project of 2023 was the design and construction of an enhanced spill containment impoundment at our Montego Bay facility in Jamaica. This impoundment structure, which is filled with foam glass brick, not only provides spill protection but also mitigates fire risk.

NFE celebrates our reportable-spill record, but our primary objectives in maintaining precise control of our fuel management practices are to minimize environmental impact, protect neighboring communities, and ensure the safety of our employees. In addition to exerting direct control over our operations that can result in spills to the environment, we also work alongside our contractors and impose strict environmental controls during construction management to ensure that spill prevention and response are top priority for them as well. We are proud that we protect the environment surrounding our facilities.

We are committed to continuing with comprehensive risk-based process reviews that identify potential spill scenarios, to leveraging our robust emergency preparedness and response program, and to proactively implementing solutions to prevent spill scenarios from occurring in the long-term. We aspire to build stronger bonds between corporate and site teams, and between our teams and local emergency response agencies, to continually improve our spill prevention and management capabilities.

“2023 was the sixth consecutive year in which we achieved our goal of zero reportable spills.”





# Empowering People & Investing in Communities

Positively impacting the communities in which we operate and fostering the professional growth of our employees have been core guiding principles at NFE since our inception. These principles are woven into our business practices, creating an environment that empowers our employees to do their best work and grow both personally and professionally. Our diverse workforce is vital to our success and is at the heart of our journey toward sustainable growth. We champion opportunities for our employees to enhance their skills and advance their careers, because a highly skilled and engaged workforce is essential to our mission of delivering clean, reliable energy solutions to the world.

Equally important is our commitment to ensuring the health and safety of our employees. This year, we once again maintained zero significant health and safety incidents across all our operations.

NFE is steadfast in our efforts to contribute to the social and economic well-being of the communities in which we operate. Through strategic engagements and partnerships with key local stakeholders, we tackle the unique challenges each community faces, aiding the journey toward sustainable solutions. We manifest our commitment to investing in communities through initiatives including supporting educational programs, creating jobs, and helping local enterprises advance.

This year, we provided supplies and financial aid, invested in educational programs, and created internship programs for several thousand students across Jamaica, Brazil, Puerto Rico, and Mexico. We also worked with local stakeholders to provide food, water, and other supplies to families in Jamaica, Brazil, Mexico, and Nicaragua. These efforts underscore our belief that investing in communities and workforce development are not only integral to our business but are also pivotal for driving social progress and economic prosperity for all.



## Brazil Folklore Day

What began as an initiative to conduct eye screenings for school children in communities near our facilities in Brazil has evolved into a comprehensive family program aimed at promoting school attendance and fostering a passion for reading.





# Occupational Health & Safety

**Occupational health and safety represent an important subsection of NFE's combined health, safety, security, environmental, and quality system that establishes our stewardship and regulatory compliance standards.**

Occupational health and safety looks inward to anticipate, recognize, evaluate, and control the hazards that can arise in or from the workplace and could impair the health and well-being of our employees.

All NFE employees are required to undergo HSSEQ training tailored to local regulatory requirements and individual job functions, including emphasis on emergency response procedures and regular drills featuring live participation. In 2023, we expanded the HSSEQ learning management system and NFE University activities rolled out in 2022, tailoring them to employees at different levels and integrating them into a digital format.

We coordinate NFE's internal occupational health and safety activities with local external agencies relating to emergency response to achieve the best results with the broadest range of resources available. All sites have state-of-the-art fire and gas monitoring and response equipment. Partnering with experts, we have developed and installed site surveillance systems that go beyond security to aid in monitoring and compliance. Our inspection and preventive maintenance programs further optimize safe working conditions.

For our many marine-based operations, our structured systems and protocols comply with International Maritime Organization (IMO) standards. The NFE Marine Operations Group has aligned our vessel safety management system to key ESG frameworks by establishing relevant key performance indicators (KPIs) in accordance with ESG framework metrics to cover topics such as recycling (waste management standard), reduction of greenhouse gas emissions (environmental management standard), and recognition of potential marine ecological impacts and mitigation plans (environmental management standard and sensitive marine fauna protection plan).

NFE operates 25 trucks that haul ISO containers filled with LNG to customers for use at their sites, primarily in Puerto Rico, Jamaica, Mexico, and Florida. NFE had zero over-the-road related accidents in 2023, and we attribute this to our extensive safety practices and training efforts. NFE develops route-specific safety and security plans, ensures the availability of proper equipment, and trains our drivers as operators in the safe transport and handling of LNG.

Every contractor who visits NFE facilities receives the NFE Contractor HSSEQ Handbook outlining key protocols and expectations. NFE's corporate and facility-specific operating procedures incorporate task- and site-specific HSSEQ elements. Our centralized, digital HSSEQ management system (SMS360) helps standardize and optimize HSSEQ processes. This includes hazard assessments, permit-to-work programs, management of change, incident investigation, and regulatory compliance tracking.







# Workforce Inclusion, Engagement, & Development

**NFE recognizes that our people are at the core of our success. We are committed to fostering an environment that supports inclusion, engagement, and professional development.**

We have continued to evolve our employee benefits structure, enhance our training programs, and offer new opportunities that foster both personal and professional growth at all levels of the company. We believe our constant investment in our people enhances our organizational capabilities and drives more creative and effective solutions for our business challenges.

## Workplace Inclusion

We promote a work environment in which all employees are treated with respect and dignity. Our non-discrimination and anti-harassment policy is designed to safeguard our people and provide safe work environments in which they can thrive. These policies also apply to our recruitment process, where we promote equal employment opportunities and ensure we attract the most diverse and talented applicants. We also provide annual anti-harassment training to all employees, as well as training on ethics, compliance, and health and safety.

We are committed to creating a work environment that fosters employee engagement, collaboration, and a sense of belonging. We demonstrate that commitment through initiatives and programs to ensure our employees are satisfied, empowered, and motivated to succeed. We conduct annual employee engagement surveys to collect feedback. Based on the survey results, we implement strategies to enhance the employee experience and foster a positive work culture. We also emphasize team-building and community engagement activities, such as backpack and food delivery to local schools and communities and beach cleanup days. These initiatives contribute to community well-being and strengthen our internal team dynamics to nurture our growth and success.

## Employee Well-being

As part of our journey towards enhancing employee benefits and creating an inclusive work environment, we broadened our offerings in 2020 to include mental health and medical support services. In 2021, recognizing the ever-changing needs of our workforce, we introduced 16 weeks of paid maternity leave, a tuition reimbursement program, and an employee referral program. In 2022, we also focused on employee recognition and professional development. We launched NFE University to expand employee training and instituted an employee recognition program to reward outstanding contributions.

Moving into 2023, we expanded our healthcare benefits to include a holistic health program to promote healthy living and preventive care. These additions complement our existing benefits program, which includes generous vacation allowances, health and life insurance, flexible spending accounts, on-site gyms, and more.

## Strengthening Careers and Communities

We provide access to continuous learning resources, mentorship programs, and career development plans to support our employees' personal and professional growth. By nurturing a culture of continuous learning, we empower our employees to develop skills, advance in their careers, and contribute to the success of our organization.

We believe in attracting and recruiting the most talented and diverse individuals to drive our organizational growth. Our goal is to appoint the best-fit candidate for each role and foster every employee's long-term success through on-the-job training and advancement opportunities. In 2023, we implemented a human capital management platform to improve capabilities for talent assessment, learning, and development, and we provided live trainings on a global basis to support its adoption.

Our development efforts extend to the communities in which we operate, where we actively support local economies through strategic hiring and educational initiatives. Where possible, we prioritize hiring locally to support the community's economic growth and development. We also operate scholarship and internship programs to encourage and support STEM education. This helps us create a potential pipeline of qualified local employees, ensuring we have the necessary skills to continue our growth trajectory.

In 2023, we hired 205 full-time employees globally, focusing on hiring locally. We are proud to help boost economic growth and directly contribute to the economic development in each country where we operate.

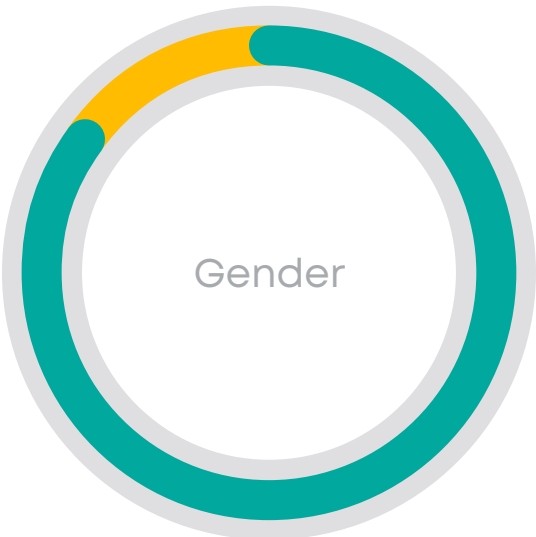
**“We believe in attracting and recruiting the most talented and diverse individuals to drive our organizational growth.”**



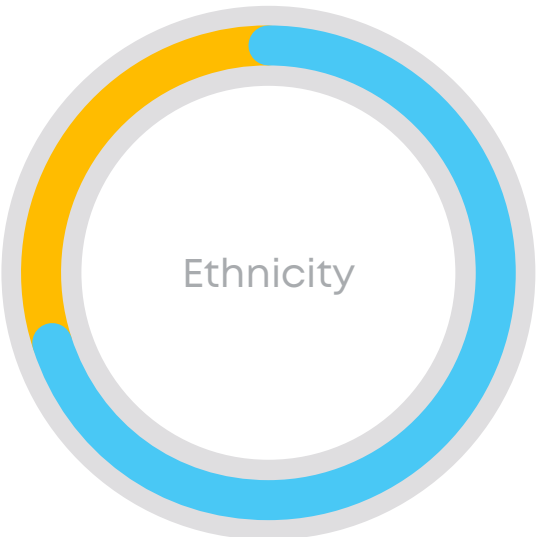


# 2023 Workforce Composition

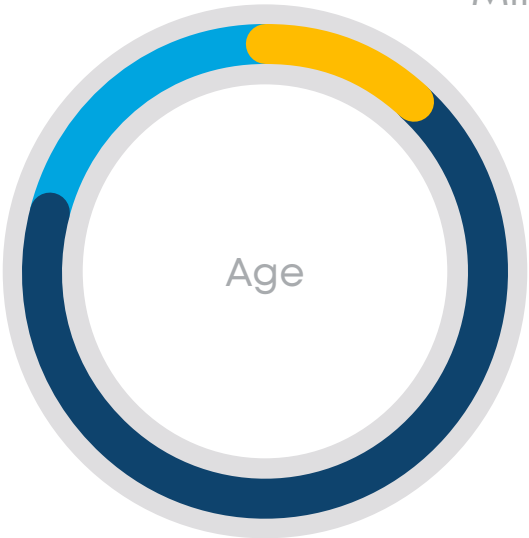
Access to the experience and knowledge of a wide range of individuals drives NFE’s ability to innovate and execute. Following is the current distribution of NFE employees across gender, age, and ethnicity:



85% Male  
15% Female



70% Minority  
30% Non-Minority



12% Under 30  
68% 30-50  
21% Over 50







## Community Relations & Social Investment

**As we develop new operations, we engage early with key stakeholders in the area, including community leaders and local businesses, to build mutually beneficial relationships.**

We diligently maintain these relationships throughout the operation's lifespan to ensure our work will enrich the local economy, environment, and community.

In addition to the activities conducted by our direct operations, the NFE Foundation actively works to strengthen communities in the following areas:

- **Education:** We invest across all educational levels to help foster the next generation of leaders. This includes providing resources, scholarships, and financial aid programs to assist students in pursuing their academic goals.
- **Workforce Development:** We offer training programs for industry-specific and business skills, as well as internships, to equip individuals with the skills and knowledge needed to thrive in the workforce. By helping create a robust local workforce, we contribute to the community's growth and sustainability and cultivate potential employees for operations.
- **Community Well-being:** Our financial contributions are aimed at improving the quality of life for the communities in which we operate. We focus on reducing poverty, hunger, and inequities, supporting initiatives that promote a healthier and more equitable society. In 2023, we remained actively involved in philanthropic initiatives across regions.

**“Our financial contributions are aimed at improving the quality of life for the communities in which we operate.”**

**Our community investments in 2023 included the following:**



Awarded **56 engineering and STEM scholarships** across three universities in Jamaica



Provided financial aid for **4,000 students** in Jamaica



Supported **2,821 students** participating in STEM activities in Jamaica



Donated food, toys, and other supplies to **1,500 families in Jamaica and Brazil** for the holidays



Donated water supplies to **300 families and children** in Nicaragua



Supported **6 schools and teachers**, and invested in **3,000 children and adults** in Mexico



Provided eye screenings and glasses to **300 children and adults** in Brazil



Sponsored an event generating **10,000 temporary jobs** in Brazil



Developed the workforce with internship programs and professional courses for **238 students** across Jamaica and Brazil



Empowered local communities by hosting events and activities for **70 children and families** in Brazil







#### Stakeholder Communication Mechanism

Recognizing the importance of community engagement and the environmental, economic, and societal impact of our operations, we have implemented stakeholder grievance mechanisms tailored to each of the diverse regions we serve. These systems enable the community members to voice their concerns related to our activities.

For example, in Jamaica, our Community Liaison Officer proactively engages with community leaders and other key stakeholders to obtain feedback on our activities. In Brazil, we offer a toll-free phone number and website for stakeholders to file grievances.

These measures foster transparency, accountability, and timely resolutions to build positive relationships of trust. Our dedication to sustainable development is reflected in the ways we actively address community grievances, enhancing our reputation and contribution toward promoting environmental and social sustainability by building strong partnerships.

“These measures foster transparency, accountability, and timely resolutions to build positive relationships of trust.”





**Montego Bay, Jamaica  
Terminal**

Our Montego Bay LNG terminal annually transforms approximately 400,000 tons of LNG into natural gas. Through a ship-to-shore process using on-land storage and truck loading facilities, we supply that gas to Jamaica Public Service Company's 145MW Bogue Power Plant and industrial users on the island through long-term contracts.





## Case Study

# Interns to Employees

**Interview with Jada-Rochelle Walker, Operations Technician, Old Harbour, Jamaica, and Gaspar d’Ursel, LNG Associate, New York, NY**

At New Fortress Energy, we’re committed to growing our team throughout all our operations. As part of this initiative, we have created a six-week summer internship program in several offices and facilities. During the program, students can join our NFE team and learn about our company, our business model, LNG, and the energy industry. This first-hand experience will allow them to make meaningful connections and bring fresh ideas to our business. By the end of the program, the interns have advanced their professional skills and completed an important step to starting their careers.

### JADA-ROCHELLE WALKER

#### **Please describe your role in the 2023 summer internship program at NFE**

During my internship, I focused on operations and maintenance. Working alongside my supervisors, I was involved in hands-on projects to help ensure the smooth and efficient operations of the facility. I monitored, inspected, and maintained plant parameters; did troubleshooting on machinery; helped diagnose problems; tested systems; and observed safety regulations and practices.

“As a company, we value teamwork, innovation, environmental responsibility, safety, and community.”



**Jada-Rochelle Walker**  
Operations Technician,  
Old Harbour, Jamaica

#### **How would you describe your experience?**

Amazing and transformative! The hands-on experience, collaborative and dynamic environment, and support from the team made my experience feel like so much more than just an internship. It felt like a community, where everyone was invested in my growth and development. The training allowed me to develop a deeper understanding of the LNG and natural gas industry, ship operations, power generation, and the intricate processes involved. Beyond just technical skills, I further developed my interpersonal and communication skills. The experience exceeded my expectations informal discussions. These experiences not only enhanced my professional growth but also enriched my overall internship experience at NFE.

#### **Please describe your current role at NFE.**

As an Operations Technician at the Old Harbour plant, I oversee the activities in the control room, ensuring the safe operation and monitoring of gas supply to customers and recording of gas parameters. Additionally, I help with shutdown and start-up procedures, execute emergency response activities, and maintain daily operational checks while communicating with FSRU CCRs and responding to alarms and issues that might arise. The role requires me to be adaptable, collaborative, and always ready to support the team and the company’s mission.

#### **What advice would you give to someone who is interested in pursuing a career at NFE?**

As a company, we value teamwork, innovation, environmental responsibility, safety, and community. I encourage anyone interested in pursuing a career at NFE to bring enthusiasm and initiative, which will help build strong relationships; to actively seek out learning opportunities; and to stay flexible and adaptable.

### GASPAR D’URSEL

#### **Please describe your role in the 2023 summer internship program at NFE**

As an experienced hire, my internship at NFE differed slightly from that of interns joining straight out of college. I assisted the team in building profit-and-loss reports, reviewed the LNG hedging strategy, and priced cargoes. These tasks were integral to gaining hands-on experience and contributing to the team's operational efficiency and strategic decision-making processes.

#### **How would you describe your experience?**

My experience at NFE was exceptional. The company operates with a lean and efficient approach, which provided me with valuable insights into the LNG industry. I particularly enjoyed the opportunity to engage in coffee chats with colleagues, allowing me to deepen my understanding of NFE's business model. Working alongside highly intelligent individuals enabled me to participate in informal discussions. These experiences not only enhanced my professional growth but also enriched my overall internship experience at NFE.





**Please describe your current role at NFE.**

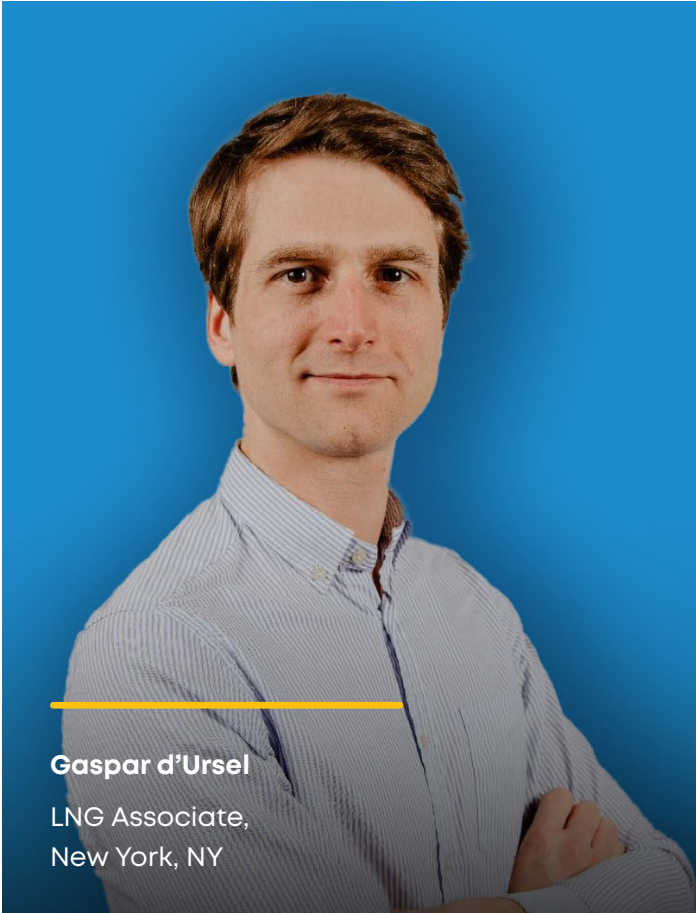
I am part of the scheduling team, ensuring that LNG is delivered at the right time and place. My responsibilities include optimizing shipping routes, reducing costs, and increasing revenue. Additionally, we are exploring ways to mitigate our exposure to gas price fluctuations through derivative contracts and hedges.

I reach out to counterparties to discuss long-term offtaking opportunities, ensuring our P&L aligns with our expectations. I am also involved in reinforcing the LNG trading team, interviewing potential new hires, and building LNG economic models. It's a well-rounded job!

**What advice would you give to someone who is interested in pursuing a career at NFE?**

To thrive at NFE, embrace innovation and adaptability. Demonstrating ownership and responsibility is crucial, as you'll be entrusted with significant tasks early on. Highlight your ability to contribute creative solutions and adapt quickly to fast-paced changes, showcasing any relevant past experiences. Emphasize your experience in leading projects and handling major responsibilities effectively. Build a strong understanding of the energy sector, especially LNG and clean energy solutions.

**“To thrive at NFE, embrace innovation and adaptability.”**



**Gaspar d'Ursel**  
LNG Associate,  
New York, NY







# Corporate Governance

Good corporate governance is essential, and it's particularly important for energy companies because of their profound impacts on the environment and society. At NFE, our strong corporate governance framework ensures that we operate responsibly and ethically and make a positive impact on the social, environmental, and economic well-being of the communities in which we operate. By prioritizing our Corporate Governance Guidelines and Code of Business Conduct, NFE is not only strengthening stakeholder trust and mitigating operational risks, but also building a path toward sustainable and responsible growth.

## Palo Seco Emergency Power Plant

We installed 150MW of emergency power in just 82 days from contract signing.





# Our Governance & Regulatory Approach

**At New Fortress Energy, integrity, compliance, and sustainable growth are the pillars of our corporate governance framework.**

These pillars support the many layers of day-to-day operations as well as future planning. As NFE expands across diverse global markets, we remain committed to applying these principles consistently across geographies, languages, and business cultures to ensure that our operations remain focused on ethical business behavior and legal and regulatory compliance.

Our Board of Directors, in concert with the management team, is firmly dedicated to driving long-term value for our shareholders, with sustainability serving as an indicator among our governance metrics. Also integral to our governance approach is our internal, cross-functional Sustainability Leadership Team, which advises the company on maintaining sustainable operations. This team assesses the company's operational impact with a focus on both current performance and future sustainability, ensuring that NFE thrives today and is well-positioned for tomorrow's challenges.

Our continued commitment to our core values of ethical business behavior, compliance, and sustainability is manifested through clear and effective communication. NFE provides formal, comprehensive compliance training encompassing vital topics such as anti-corruption, sanctions, money laundering, and insider trading. This compliance training is mandatory for all employees and is tailored to specific roles with the company.

NFE includes robust compliance in all new vendor contracts. Additionally, we conduct a risk-based annual compliance recertification program for selected vendors, emphasizing NFE's expectations regarding compliance and ethical business practices.

In 2023, we enhanced communication by updating policies to include additional direction as required by NFE's involvement in federal contracting programs. We have also set near-term objectives to enhance our community stakeholder engagement process and prepare for the implementation of the SEC Climate-Related Disclosure Rule.

Despite the uncertainties surrounding the implementation timeline for the SEC Climate-Related Disclosure Rule due to ongoing litigation, NFE has opted to prepare for eventual compliance. While NFE has been voluntarily disclosing information on topics such as Scope 1 and 2 GHG emissions and material climate-related targets and goals through our annual sustainability reports, the new SEC rule requires disclosures on additional topics that will require planning and preparation to address. NFE has already started working on addressing these new SEC requirements, focusing on disclosure of our risk management processes and how these risks are overseen by management, and preparation for formal assurance.







## Case Study

# Jamaica Fire Brigade Training

**Interview with Sheldon Campbell, HSSEQ Manager, Jamalco CHP, Jamaica and, Jake Zedrick, Senior Director, Training & Integration, Houston, TX**

The safety of New Fortress Energy employees and local communities where we operate is always our priority. To ensure successful safety standards, we believe it is important to communicate with local public service organizations, such as fire rescue and police departments. By building close relationships with them, we can share information about NFE's operations and create an effective communication system.

The Jamaica Fire Brigade (JFB) dates back to 1871 when it originally was created as the Fire Service in Jamaica, evolving into the Kingston Fire Brigade and now JFB. The organization is made up of fire fighters with a mission to protect their island and its people. In 2023, NFE began building a closer relationship and a training program with the JFB with the goal of creating a team familiar with and knowledgeable about LNG, its characteristics and risks. NFE and JFB are relentlessly committed to the island's safety, which is why training and equipping these fire fighters with the best response knowledge and tools is key.

### **SHELDON CAMPBELL**

**Please describe the training program created by NFE and JFB.**

Originally, we invited a trainer to come to Jamaica and train JFB's trainers face-to-face so JFB could integrate NFE information into its training materials. We did "train the trainers" sessions on LNG operations for terminals and trucks, covering all operations in Jamaica. Then I followed up with individual face-to-face training for JFB staff at the operational level. JFB implemented our training materials across its operations. Since then, ongoing refresher sessions have kept the JFB team up-to-date, and we are already seeing the benefits during recent response incidents.

**What was the motivation to develop this training program?**

We recognized a gap in terms of what the JFB understood about our LNG operations and LNG itself. JFB is our go-to for emergency responses, so it was important that the fire fighters understand LNG operations and behavior. Now, we want to widen the range of training to include others who support us in emergency responses, such as the police and the Office of Disaster Preparedness. We want good relationships with all the agencies who help us in emergency responses.

**How did this program benefit the local community?**

We have seen improved responses by the JFB, especially for incidents involving trucks. The officers involved expressed they are more comfortable after working with us because they understand the risks and nature of LNG. We went to the grassroots to work with firefighters and fire prevention personnel. Training improved communication widely across JFB personnel, and they have passed it on to the public. Now the public also has a greater understanding of what NFE does.

**How will this training continue and evolve?**

We will still stay in contact with the responders near our facilities. We will also provide support for training any new staff members.

**What was your greatest takeaway?**

The opportunity to present training strengthened my knowledge of the properties of LNG and why we conduct operations the way we do. I'm more confident in my knowledge of LNG and its benefits so I can communicate them more effectively to others.

“Training improved communication widely across JFB personnel, and they have passed it on to the public.”



**Sheldon Campbell**

HSSEQ Manager,  
Jamalco CHP, Jamaica





## JAKE ZEDRICK

### Please describe the training program created by NFE and the JFB.

The Jamaica Fire Brigade training program took about a year and a half to develop and organize. Training included a mix of classroom and live sessions. In the classroom, we focused on LNG foundational knowledge with the goal of “training the trainers,” which lasted a full day. The next day, Sheldon Campbell led the trainers in training the firefighters at regional JFB locations. For some, it was the first time they had been exposed to LNG, its characteristics, and how it behaves. It was essential we communicated the importance of personal protective equipment (PPE). By visiting multiple locations, we ensured knowledge across the island was consistent.

### What was the motivation to develop this training program?

When I started going to Jamaica, I recognized that the JFB was eager for training like this to serve us and the local community. I knew that Justin Parker of Crossfire Risk Solutions, our main consultant for fire response, would be the person for the job. He is an expert in the field and in training fire departments effectively. He gave the JFB fire fighters the foundational knowledge they needed to use their resources effectively.

### How did this program benefit the local community?

At NFE, we do a good job at coming into new areas and introducing the concept of LNG and LNG safety to the community. We reach out to neighborhoods to educate them on LNG and demonstrate how LNG is safer than other forms of fossil fuel. Working with the JFB showed that NFE is committed to the community. As we continue to work with with JFB, we will continue to build an even stronger relationship.

“We collaborated to do the job better for NFE and the community.”



### How will this training continue and evolve?

As the JFB grows in its knowledge and adds new people, we expect the team to come back to us for more advanced training. This initial round was foundational training, while future training will be more detailed. This event will serve as the model for NFE to implement in other locations. We can use it as a base and modify the content for specific locations.

### What was your greatest takeaway?

In my career, I’ve always been around energy and ports and don’t see a lot of feedback from senior leaders in this environment. In Jamaica, I met with the JFB senior leaders and experienced firefighters. They were very open, shared their knowledge with me, and asked me to share my knowledge with them. We collaborated to do the job better for NFE and the community. It was really rewarding.







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**Old Harbour, Jamaica  
Terminal**

With an annual capacity of up to 3.6 million tons of LNG, our offshore Old Harbour LNG terminal supplies natural gas to South Jamaica Power Company's 190MW Old Harbour Power Plant and our 150MW Jamalco combined heat and power (CHP) plant.





## Our Business Ethics & Transparency

**NFE recognizes that a good reputation is as pivotal to our success as a robust balance sheet.**

We preserve this reputation by strongly encouraging ethical behavior and professional accountability across all levels of our organization. Central to fostering this ethical environment is NFE's Code of Business Conduct, which outlines standards for compliance with international trade laws, sets a zero-tolerance policy for bribery and corruption, and establishes guidelines for handling gifts and entertainment, sponsorships, charitable donations, and social and political contributions.

In 2023, we furthered our commitment to ensuring that all employees are well-trained on compliance matters by launching compliance training modules on the LRN® online training. These modules address pivotal topics such as anti-corruption, money laundering, and sanctions, and are available in several languages to accommodate our diverse workforce. Coupled with these training modules is an automated tracking system for maintaining training records, allowing for monitoring and targeted follow-ups to maximize employee participation.

Our Code of Business Conduct is also extended to third-party advisors, consultants, business partners, vendors, intermediaries, and others conducting business on NFE's behalf. Vendors are screened using the Refinity WorldCheck® database as part of our due diligence process to evaluate potential risks in terms of compliance, sanctions, and reputation, prior to engagement. Our contracts with third parties contain anti-corruption language and reference our Code of Business Conduct policy, which is further outlined in our Third-Party Integrity Guidelines.

To ensure adherence with our ethics policies, we administer an annual vendor recertification program, which requires, among other items, that vendors certify compliance with our anti-corruption policy. Vendors who do not complete recertification may be blocked from payment until they comply. These initiatives help us maintain a high standard of business integrity and promote compliance. In 2023, we also introduced an online questionnaire to make the annual vendor recertification process more efficient and enhance our capability for oversight.

## Our Board of Directors

**The tone of corporate culture is set at the top. Executive management must drive a governance culture of integrity and compliance. NFE's Board of Directors understands this and executes on it.**

Our Board of Directors is responsible for risk management programs. The Board also plays a vital role in guiding company processes and investments and advising members of NFE's management team. As a publicly traded company with stock listed on the Nasdaq, NFE's Board of Directors is composed in accordance with the related provisions of the Sarbanes-Oxley Act, regulations of the SEC, and requirements of Nasdaq.







## Information Technology Security

**Most business communication is now digital communication. This means that the security of digital data and its transmittal is more important than ever. IT security supports our stakeholders in ensuring the confidentiality, integrity, and availability of digital information despite the presence of growing threats.**

Every day, there are more cyber threats, and every day, those threats are more complex. We remain on the alert, and in 2023, in response to the U.S. government's new rules for reporting material cyber incidents, we have raised our internal vigilance even more. Our defensive posture builds on the trust our stakeholders have invested in us.

In 2023, we introduced a modified threat model to take a broader look at where risks exist. Our model looks at people, business functions, financial assets, corporate data, and operational processes. We review each of these elements annually to prioritize our cyber investment strategies for both technology and skills. We are also revising our IT cybersecurity guidelines to reflect the ever-changing environment.

In being proactive, we continue to build on our solid toolset. In 2023, we recognized that the growing complexity of threats demanded stronger leadership communications. We convened a Cyber Security Council (CSC) in which our business leaders meet quarterly to discuss their views and concerns and review the status of our cybersecurity. Our cyber incident response process invokes the CSC on an ad hoc basis if a threat is realized.

In 2023, we ran comprehensive internal and external penetration tests with a defined path to remediate vulnerabilities. The regimen of phishing tests and training continues, and we monitor results monthly. In the last quarter of 2023, we achieved a phishing click rate of less than 6% week over week, which is an improvement of 2% from the prior year.

We are partnering with our insurance provider in developing an ongoing process focused on risk review and remediation. This vendor is providing a set of tools to help us assess various components of our infrastructure and the vendors we use. We review the output of that assessment on a quarterly basis as part of an ongoing improvement process.

As our company grows, we will continue to evolve our cyber protective posture. We will keep leveraging advanced tools and timely communications to align actions to our strategic goal of reducing the probability of a material impact due to a cyber event.







# Our Sustainability Journey

**As we reflect on our achievements in 2023 and our goals, it's evident how far we have come and how much more we plan to accomplish on our sustainability journey. At NFE, our mission to deliver clean, reliable, and affordable energy remains the cornerstone of our operations and our commitment to sustainable development.**

This year, we made significant strides on our sustainability journey. We advanced our Fast LNG technology, improved our LNG transportation infrastructure, and expanded our operations to better meet changing global energy demands while only increasing our operating carbon emission by 10%. Equally important, we maintained zero significant health and safety incidents for another year, emphasizing our dedication to employee well-being.

Sustainability is an ongoing journey that requires continuous dedication and innovation. We are committed to innovating low-carbon energy solutions while ensuring that underserved parts of the world have access to clean and reliable energy. We are equally focused on ensuring the well-being of our employees and creating an inclusive and engaging workplace that promotes both professional and personal growth.

Our mission goes beyond environmental impact to encompass the social and economic well-being of the communities we serve. We strive to build strong partnerships and invest in the communities we serve. We believe that empowering the communities we serve through education is key to creating lasting change. Our education outreach programs in Jamaica, Brazil, and Mexico continue to invest in schools and teachers; provide scholarships; and sponsor STEM activities to foster development and reduce inequality.

Transparency and accountability are at the core of our operations. We will continue to communicate our progress openly, inviting feedback and collaboration from all stakeholders to drive continual improvement in our sustainability efforts.

At NFE, our vision of a future where clean and reliable energy is accessible to everyone is more than just an aspiration—it's a shared responsibility. We invite you to join us on this journey. Together with all of you, we are confident in our ability to build a sustainable future.







# Appendix

## Jamalco, Jamaica Power Plant

First-of-its-kind in the Caribbean, our Jamalco CHP plant processes gas from our Old Harbour terminal, delivering roughly 100MW of baseload power to the Jamaican grid and 50MW of steam power to our adjacent Jamalco bauxite facility.





Performance Index

		Unit	2021	2022	2023
ENVIRONMENT					
Scope 1 Emissions	mt CO2e		1,102,034	740,182	947,242.9
Scope 2 Emissions	mt CO2e		19,421	22,531	23,363
Scope 3 Emissions*	mt CO <sub>2</sub> e		2,106,423	3,907,656	4,535,240
Carbon Intensity	mt CO <sub>2</sub> e/\$1,000 revenue		0.82	0.3	0.4
Total Fuel Consumed	MWh		3,764,237	2,980,650	4,953,445
Total Electricity Consumed	MWh		40,969	51,674	49,014
Total Fuel Sold	MWh		11,069,588	21,538,397	25,012,393
Total Electricity & Steam Sold	MWh		656,876	490,861	712,609
Hydrocarbon Spills	number		0	0	0
*Scope 3 Category Use of Sold Product					

HEALTH & SAFETY

LTIR - employee	rate		0	0	0
TRIR - employee	rate		0	0	0
FAR - employee	rate		0	0	0
FIR - employee	rate		0	0	0
Fatalities	number		0	0	0
Tier 1 Process Safety Events	number		0	0	0

Performance Index

		Unit	2021	2022	2023
EMPLOYMENT & DIVERSITY					
Workforce Gender					
Male	percentage		80%	80%	85%
Female	percentage		20%	20%	15%
Workforce Age					
Under 30	percentage		13%	11%	12%
30-50	percentage		72%	72%	68%
Over 50	percentage		15%	17%	21%
Workforce Ethnicity					
Minority	percentage		69%	68%	70%
Non-Minority	percentage		31%	32%	30%

GOVERNANCE

Board Gender					
Male	percentage		Not Reported	12.5%	12.5%
Female	percentage		Not Reported	87.5%	87.5%
Board Ethnicity					
Minority	percentage		Not Reported	12.5%	12.5%
Non-Minority	percentage		Not Reported	87.5%	87.5%

REVENUE

\$1,000s	1,322,810	2,368,272	2,413,296
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### Content Index

IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
GOVERNANCE & BUSINESS ETHICS				
GOV-1-C1	2-9	-	-	<a href="#">Proxy Statement</a> <a href="#">Corporate Governance Guidelines</a>
GOV-1-C2	2	-	-	<a href="#">Code of Conduct</a>
GOV-1-C4	2	EM-EP-530a.1	-	<a href="#">HSSE Policy</a> <a href="#">Anti-Corruption Policy</a> <a href="#">Third-Party Integrity Guidelines</a> <a href="#">Code of Conduct</a>
GOV-1-C5	2-14	EM-EP-530a.1	Governance (b)	<a href="#">Corporate Governance Guidelines</a>
GOV-1-A1	2-9	-	-	<a href="#">Proxy Statement</a>
GOV-3-C1	205	EM-EP-510a.2	-	<a href="#">Anti-Corruption Policy</a> <a href="#">Code of Conduct</a>
GOV-3-C2	205-2	-	-	Business Ethics & Transparency (page <a href="#">94</a> )
GOV-3-C3	205-1	-	-	Business Ethics & Transparency (page <a href="#">94</a> )
GOV-3-C4	205	-	-	<a href="#">Code of Conduct</a>
GOV-3-A1	205-2	-	-	Business Ethics & Transparency (page <a href="#">94</a> )
CLIMATE CHANGE & ENERGY				
CCE-1-C1	2-9, 2-12, 2-13	-	Strategy (a)	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-1-C3	2-23	-	-	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-1-C4	3	-	Strategy (c)	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-2-C1	305	-	Strategy (c)	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )

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IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
CLIMATE CHANGE & ENERGY (CONT'D)				
CCE-2-C2	305	EM-EP-110a.3 EM-MD-110a.2 EM-RM-110a.2	Metrics & Targets (c)	NFE's Journey to Net Zero (page <a href="#">54</a> ) Detailed GHG Inventory (page <a href="#">63</a> )
CCE-2-C4	305	EM-EP-110a.3 EM-MD-110a.2 EM-RM-110a.2	Metrics & Targets (b)	NFE's Journey to Net Zero (page <a href="#">54</a> ) Detailed GHG Inventory (page <a href="#">63</a> )
CCE-3-C1	305-5	-	-	Clean & Dependable Energy for More People in More Places (page <a href="#">34</a> ) NFE's Journey to Net Zero (page <a href="#">54</a> ) NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-3-C2	305-5	-	-	NFE's Journey to Net Zero (page <a href="#">54</a> ) NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-3-A1	305-5	-	-	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-3-A5	305-5	-	-	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-3-A8	305-5	EM-EP-420a.3	-	NFE's Climate Change Risks & Opportunities (page <a href="#">42</a> )
CCE-4-C1	305-1	EM-EP-110a.1 EM-MD-110a.1 EM-RM-110a.1	-	Detailed GHG Inventory (page <a href="#">63</a> )
CCE-4-C2	305-2	-	-	Detailed GHG Inventory (page <a href="#">63</a> )
CCE-4-C3	305	-	-	Detailed GHG Inventory (page <a href="#">63</a> )
CCE-4-C4	305-4	-	-	Detailed GHG Inventory (page <a href="#">63</a> )
CCE-4-A2	305-3	-	-	Detailed GHG Inventory (page <a href="#">63</a> )
CCE-6-C1	302-1	-	-	Energy (page <a href="#">58</a> )





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IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
ENVIRONMENT				
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ENV-5-A3	305	-	-	Air Quality (page <a href="#">59</a> )
ENV-6-C1	306-1	EM-EP-540a.2 EM-MD-540a.4	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-C2	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-C3	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-C4	306-2	-	-	Occupational Health and Safety (page <a href="#">68</a> )
ENV-6-A1	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A2	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A3	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A4	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A5	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A6	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
ENV-6-A7	306-3	-	-	Environmental Spills (page <a href="#">65</a> )
SAFETY, HEALTH, & SECURITY				
SHS-1-C1	403-4	EM-EP-320a.2 EM-RM-320a.2	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-1-C2	403	EM-EP-320a.2 EM-RM-320a.2	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-1-C3	403-8	EM-EP-320a.2 EM-RM-320a.2	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-1-A1	403	EM-EP-320a.2 EM-RM-320a.2	-	Case Study: Jamaica Fire Brigade Training (page <a href="#">88</a> ) Occupational Health & Safety (page <a href="#">68</a> )

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IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
SAFETY, HEALTH, & SECURITY (CONT'D)				
SHS-1-A2	403	EM-EP-320a.2 EM-RM-320a.2	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-2-C1	403-2	EM-EP-320a.2 EM-RM-320a.2	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SHS-2-C2	403-2	EM-EP-320a.2 EM-RM-320a.2	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SHS-2-C3	403-6	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SHS-3-C1	-	EM-EP-320a.1	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-3-C3	403-2	EM-RM-320a.1	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-3-A3	403-2	EM-EP-320a.2 EM-RM-320a.2	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-4-C1	403	-	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-4-C2	403	-	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-4-C3	403	-	-	Occupational Health & Safety (page <a href="#">68</a> )
SHS-7-C1	3-3, 410	-	-	NFE Information Technology Security (page <a href="#">96</a> )
SHS-7-C2	3-3, 410	-	-	NFE Information Technology Security (page <a href="#">96</a> )
SHS-7-C3	3-3, 410	-	-	NFE Information Technology Security (page <a href="#">96</a> )





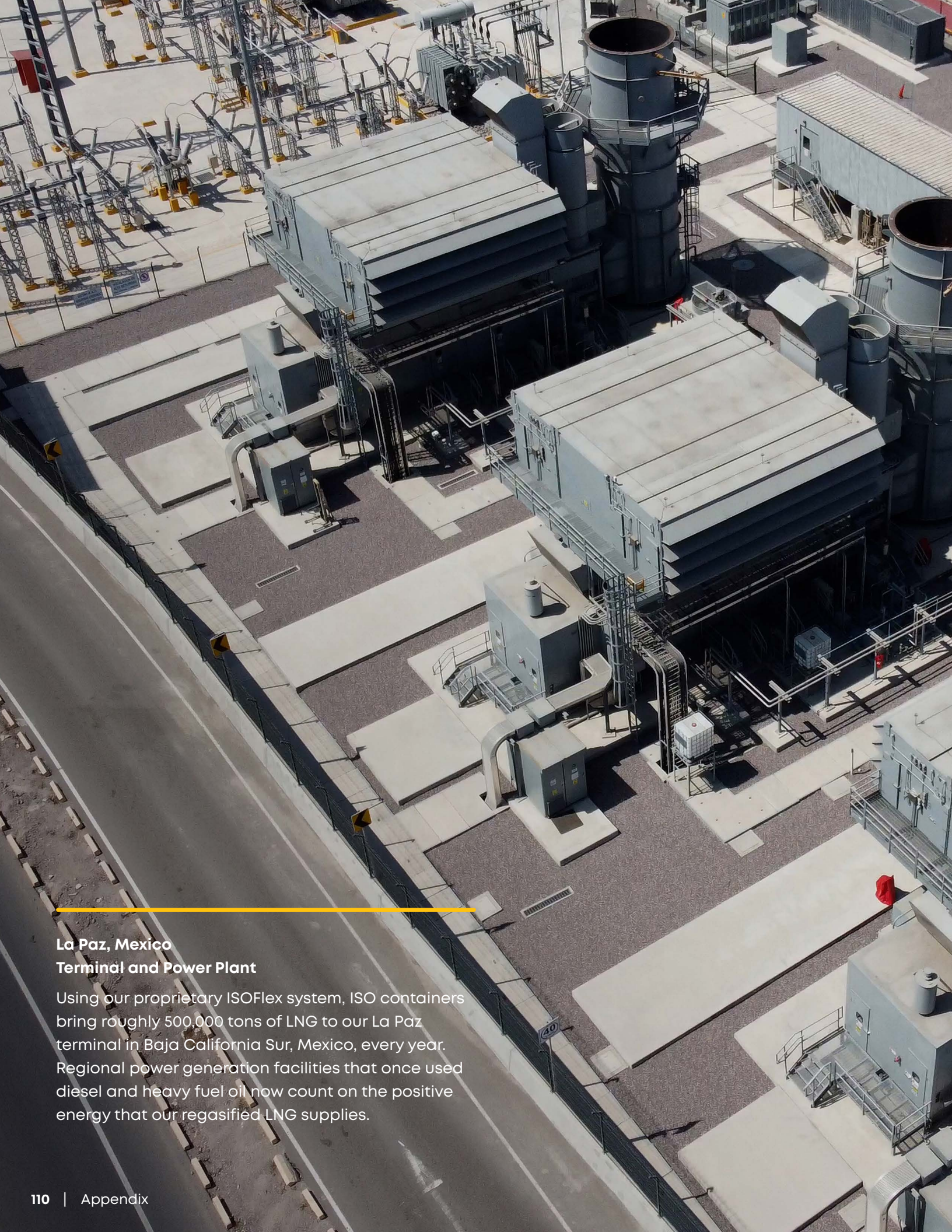
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IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
SOCIAL				
SOC-1-C1	410-1	-	-	<a href="#">Code of Conduct</a>
SOC-2-C2	308,414	-	-	<a href="#">Third-Party Integrity Guidelines</a>
SOC-3-C1	410-1	-	-	<a href="#">Code of Conduct</a>
SOC-4-C1	401	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-4-C2	-	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-4-C3	-	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-5-C1	404, 405	-	-	<a href="#">Code of Conduct</a>
SOC-5-C2	404, 405	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-5-C3	404, 405	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-6-C1	403-4	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )
SOC-6-C2	403-4	-	-	<a href="#">Code of Conduct</a>
SOC-7-C1	404	-	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-7-C2	404	-	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-8-C1	401, 402	-	-	<a href="#">Code of Conduct</a>
SOC-9-C1	413	-	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-9-C2	413	EM-EP-210b.1	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-9-C3	413	EM-EP-210b.1	-	Community Relations & Social Investment (page <a href="#">74</a> )

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IPECA Indicator	GRI Disclosure	SASB Code	TCFD Disclosure	Location
SOCIAL (CONT'D)				
SOC-12-C1	413	EM-EP-210b.1	-	Stakeholder Communication Mechanism (page <a href="#">77</a> )
SOC-13-C1	413	EM-EP-210b.1	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-13-C2	413	EM-EP-210b.1	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-13-A1	413	EM-EP-210b.1	-	Case Study: Interns to Employees (page <a href="#">80</a> )
SOC-13-A5	413	EM-EP-210b.1	-	Community Relations & Social Investment (page <a href="#">74</a> )
SOC-15-C1	204, 401, 413	-	-	Workforce Inclusion, Engagement, & Development (page <a href="#">70</a> )





**La Paz, Mexico  
Terminal and Power Plant**

Using our proprietary ISOFlex system, ISO containers bring roughly 500,000 tons of LNG to our La Paz terminal in Baja California Sur, Mexico, every year. Regional power generation facilities that once used diesel and heavy fuel oil now count on the positive energy that our regasified LNG supplies.

# Disclosures

**CAUTIONARY LANGUAGE REGARDING FORWARD-LOOKING STATEMENTS**

This communication contains forward-looking statements. All statements contained in this communication other than historical information are forward-looking statements that involve known and unknown risks and relate to future events, our future financial performance, or our projected business results. You can identify these forward-looking statements by the use of forward-looking words such as “expects,” “may,” “will,” “approximately,” “predicts,” “intends,” “plans,” “estimates,” “anticipates,” or the negative version of those words or other comparable words. These forward-looking statements include our 2023 and 2024 targets and our goals regarding net-zero emissions. These forward-looking statements represent the Company’s expectations or beliefs concerning future events, and it is possible that the results described in this report will not be achieved. These forward-looking statements are subject to risks, uncertainties, and other factors, many of which are outside of the Company’s control, which could cause actual results to differ materially from the results discussed in the forward-looking statements. Specific factors that could cause actual results to differ from those in the forward-looking statements include, but are not limited to: risks related to the development of our projects and businesses, including our hydrogen business; increases in energy and fuel needs for the Company’s projects; competition in the energy industry; the receipt of permits, approvals and authorizations from governmental and regulatory agencies on a timely basis or at all; and new or changes to existing governmental policies, laws, rules or regulations, or the administration thereof. Accordingly, readers should not place undue reliance on forward-looking statements as a prediction of actual results. Any forward-looking statement speaks only as of the date on which it is made, and, except as required by law, the Company does not undertake any obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise. New factors emerge from time to time, and it is not possible for the Company to predict all such factors. When considering these forward-looking statements, you should keep in mind the risk factors and other cautionary statements in our annual and quarterly reports, and other reports filed with the SEC, which could cause our actual results to differ materially from those contained in any forward-looking statement. We undertake no duty to update these forward-looking statements even though the situation may change in the future.

**NO EXTERNAL AUDIT**

This report and the data presented therein have not been externally audited, assured, attested, or verified.



