

ExxonMobil

PNG LNG Environmental and
Social Report – **Annual 2025**



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TO OUR STAKEHOLDERS

The year 2025 has been significant for ExxonMobil PNG Limited (EMPNG) on multiple levels. Firstly, EMPNG achieved its safest year since production began with zero Lost Time Incidents and zero Tier 1 or Tier 2 process safety events.

Production was optimised during the year, which enabled the LNG Plant to produce at full capacity and complete its first full year of integrating the Angore gas resource into our operations. Another milestone was achieved with the start-up of the Hides F2 well, which will deliver additional gas from the Hides field to support stable, long-term LNG production.

These operational enhancements have resulted in the highest annual ship turnaround since production began, with the loading of 116 LNG carriers and 12 naphtha vessels.

The final repayment of financial obligations associated with the construction of the Papua New Guinea Liquefied Natural Gas (PNG LNG) Project was also completed during the year. This means that revenues generated from production activities will now go directly to supporting our shareholders, the Government and the people of Papua New Guinea.

With respect to EMPNG's environmental obligations, a 10-year review of the Biodiversity Implementation and Monitoring Program conducted during 2025 concluded that the actual impacts of PNG LNG on biodiversity values were lower than or equal to those predicted in the PNG LNG Environmental Impact Statement. This clearly demonstrates that mitigation measures undertaken by PNG LNG were effective in reducing residual impacts.

Eight clans in the Hides area invited EMPNG to conduct biodiversity engagements in their villages, reflecting positively on the strength of the relationships established in the local communities. Leveraging on the strength of our relationships, we were able to complete the final two rehabilitation projects along the pipeline Right of Way connected to the 2018 earthquake.

In September, the EMPNG workforce joined with local communities to commemorate a significant national milestone – 50 years of independence for Papua New Guinea – and celebrate the diversity, culture and history of Papua New Guinea.

It is through the efforts of our workforce, and collaboration with the Government and people of Papua New Guinea, that PNG LNG has been able to deliver PGK34.7 billion (USD9.7 billion) of production revenues back to the nation.

I am confident our people will continue to excel in delivering on PNG LNG's commitment to help build the social and economic capacity of this great country.



“

As we celebrate Papua New Guinea's 50th year of independence, we also reflect on the many outstanding achievements of our diverse and highly skilled Papua New Guinean workforce. With a consistently strong safety and production performance, our people continue to deliver on PNG LNG objectives.

Dinesh Sivasambo, Chairman and Managing Director
ExxonMobil PNG Limited

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About this report

This PNG LNG Environmental and Social Report – Annual 2025 provides information about ExxonMobil PNG Limited’s safety, health, environment and social management performance during production. It forms part of PNG LNG’s commitment to keep the Government and citizens of Papua New Guinea, interested civil society organisations and other stakeholders informed of production activities.

ExxonMobil

PNG LNG is operated by a subsidiary of ExxonMobil in co-venture with:



Contents

EXECUTIVE SUMMARY	i	PART C	52
1 OVERVIEW	1	8 WORKER WELFARE	55
1.1 Production	2	8.1 Safety	55
1.2 Wells	2	8.2 Health	56
1.3 Hides Gas Conditioning Plant	3	8.3 Labour and working conditions	56
1.4 LNG Plant	3	8.4 Emergency preparedness	58
1.5 Marine facilities and shipping	3		
2 GOVERNANCE	5	9 STAKEHOLDER ENGAGEMENT	63
2.1 ExxonMobil Standards	5	9.1 Community engagement	63
2.2 Environmental and Social Management Plan	5	9.2 Community issues identification	64
2.3 Assessment and external monitoring	6	9.3 Community grievance management	65
		9.4 Government engagement	65
		About our images	68
PART A	8		
3 WORKFORCE	11		
3.1 Composition	11		
3.2 Training and development	11		
4 SUPPLIERS	19		
4.1 Procurement and suppliers	19		
4.2 Capacity building	19		
5 COMMUNITY	23		
5.1 Strategic community investment	23		
5.2 Volunteering	29		
PART B	32		
6 BIODIVERSITY	35		
6.1 Biodiversity Offset Program	35		
6.2 Biodiversity Implementation and Monitoring Program	38		
7 ENVIRONMENTMANAGEMENT	43		
7.1 Air	43		
7.2 Noise	43		
7.3 Water	43		
7.4 Materials management	45		
7.5 Waste management	45		
7.6 Spill prevention and response	47		
7.7 Reinstatement, erosion and sediment control	48		
7.8 Ecology	48		
7.9 Invasive species, pests and plant pathogens	50		
7.10 Regeneration monitoring	50		
7.11 Quarantine management	51		
7.12 Cultural heritage	51		



PNG LNG

CELEBRATING 50 YEARS OF PNG INDEPENDENCE



EXECUTIVE SUMMARY

PNG LNG has completed its first full year of integrating the Angore gas resource into operations and produced a total 94.5 million tonnes of LNG and shipped 1259 LNG cargoes to customers in Asia since production began.

Photo: Workers at ExxonMobil Haus gather to celebrate the 50th Papua New Guinea Independence Day

ExxonMobil PNG Limited (EMPNG) is a subsidiary of Exxon Mobil Corporation and manages the operation of Papua New Guinea Liquefied Natural Gas (PNG LNG) facilities on behalf of co-venture partners: Santos Limited, Kumul Petroleum Holdings Limited, ENEOS Xplora Incorporated (formerly JX Nippon Oil and Gas Exploration Corporation), Mineral Resources Development Company Limited (MRDC) and their affiliates.

This annual PNG LNG Environmental and Social Report provides a progress update of environmental and social performance from 1 January to 31 December 2025.

Production

Significant effort was invested in optimising production in 2025, which enabled the LNG Plant to produce at full capacity. An additional production milestone was achieved with the start-up of the Hides F2 well in December. This well will deliver additional gas from the Hides field, supporting stable, long-term LNG production.

In 2025, 8.6 million tonnes of LNG was produced, and the LNG Plant Marine Terminal achieved its highest annual ship turnaround since production began, loading 116 LNG carriers and 12 naphtha vessels.



EMPNG's Marine Operations team (back from left) Storage and Loading Technician, Gregory Miria; Marine Superintendent, Ravinder Yadav; Loading Master, Gabriel Kila; and Marine Supervisor, Kingsley Baim, with LNG Plant Asset Manager, Brent Decker (front) at the LNG Plant Marine Terminal jetty during loading of the 116th cargo for 2025

During the year, the final repayment of financial obligations associated with the construction of PNG LNG was completed.

In April, the Lender Groups' Independent Environmental and Social Consultant completed its last site assessment, which included a detailed review of project documentation. The focus of this assessment was on ongoing environmental and social performance across PNG LNG operations.

National content

In September, the EMPNG workforce joined with local communities to commemorate a significant national milestone – 50 years of independence for Papua New Guinea.

PERFORMANCE HIGHLIGHTS

PRODUCTION

94.5 million

tonnes of LNG produced since production began

1259 cargoes

of LNG loaded since the start of production

123 cargoes

of naphtha loaded since the start of production

The company celebrated the diversity, culture and history of Papua New Guinea and the many national cultures of the 3169-strong workforce, including 2889 Papua New Guinean citizens, who now represent 91 percent of the PNG LNG workforce.

By the end of 2025, 37 Papua New Guineans were holding supervisor level positions within EMPNG. Thirteen of these supervisors were Papua New Guinean women.

Papua New Guinean workers are recruited from areas near production facilities wherever possible, with 43 percent of local origin located close to PNG LNG operations, 25 percent of regional origin from provinces where PNG LNG operates, and 32 percent from other areas of Papua New Guinea.

EMPNG and its contractors delivered training to more than 10,100 participants during the equivalent of almost 298,700 hours through approximately 3400 courses in 2025. Training was provided through both face-to-face and online methods. Papua New Guinean citizens accounted for 85 percent of training participants.

Supervisor Foundation Training was delivered to 34 upcoming supervisors during the year to give them the leadership skills and tools required to support effective decision-making.

The equivalent of 1.6 million hours of training has been delivered to more than 146,100 course participants since the start of production.

Four new graduate engineers were recruited through the Graduate Engineering Program during 2025. They consisted of two civil and integrity engineers, one instrumentation and controls engineer, and one measurement engineer. Six interns also joined EMPNG's Intern Engineering Program during the year.

HIGHLIGHT

CELEBRATING 50 YEARS OF INDEPENDENCE

Papua New Guinea’s 50th Independence Day was celebrated across EMPNG worksites, with the company also supporting community celebrations.

In the lead up to the day, EMPNG provided schools throughout the PNG LNG area of operations with items such as stationery, tents, chairs and tables needed for their commemorative programs. Many of these items can also be used by the schools for future activities such as end of year graduation ceremonies.

Sewing groups were provided with sewing materials and equipment so they could participate in economic activities during Papua New Guinea’s Golden Jubilee celebrations.

Community groups in Komo, Hides, Angore and Moro also received food and merchandise to support their Independence Day celebrations.

During the day, EMPNG workers across all worksites joined in community celebrations with a showcase of culture, traditional cuisine and spirited performances as a tribute to Papua New Guinea’s rich heritage.

To further celebrate the 50th Papua New Guinea Independence Day, all section images in this report feature PNG LNG personnel dressed in their clan’s traditional attire.



EMPNG Chairman and Managing Director, Dinesh Sivasambo (centre), cutting a cake bearing the logo created to brand EMPNG’s many activities and initiatives held in celebration of Papua New Guinea’s 50th year of independence

The Graduate Management Development Program recruits graduates from Papua New Guinean universities and equips them with the knowledge, skills and experience necessary to embark on a successful career with EMPNG. The three-year cross-functional program provides each graduate with 12-month rotations across different departments and disciplines within EMPNG’s businesses, providing them with the opportunities to develop a broad range of skills and competencies, and a platform to identify individual strengths and passions for future career paths.

By the end of 2025, 11 employees had completed the Graduate Management Development Program while 13 more were participating in the program during the year.

In 2025, the Graduate Management Development Program was promoted at the Community Affairs and National Content Conference and Exhibition Career Fair and the University of Papua New Guinea Career Expo. Due to high interest expressed in the Graduate Management Development Program at these career events, EMPNG extended the closing date for applications to the program by one week. As a result, an additional 30 applications were received for the program during 2025.

There were 239 Operations and Maintenance training program graduates in the PNG LNG workforce in 2025. Of these, 218 were fulfilling roles within their Operations and Maintenance disciplines. Another 10 graduates held supervisor roles, with four promoted during the year. The remaining 11 graduates undertook broadening assignments in fields outside of their original Operations and Maintenance disciplines.

Operations and Maintenance training program graduates comprise approximately 38 percent of all EMPNG field operations leadership roles.

EMPNG engaged 10 Lancos and 229 other Papua New Guinean businesses for production-related work scopes in 2025. In-country spend with Papua New Guinean businesses remained consistent with the previous year at more than PGK1.4 billion (USD330 million). Some 22 percent of this spend was for Lanco services, which equates to almost PGK310 million (USD72.8 million) compared to PGK366 million (USD86 million) spent on Lanco services in 2024.

EMPNG has spent almost PGK9.6 billion (USD2.25 billion) on Papua New Guinean services since the start of production. Of this, more than PGK2.9 billion (USD687.9 million) was spent on Lanco services.

In August, EMPNG participated in the Papua New Guinea 2nd Special Economic Zone Summit in Port Moresby. The four-day summit brought together international and local experts, policymakers, investors, industry leaders and development partners. It focused on how Special Economic Zones can accelerate Papua New Guinea’s economic transformation through enhanced infrastructure, targeted incentives and increased foreign and domestic investment.



EMPNG National Content Manager, Sam Koyama, presenting on EMPNG’s National Content Strategy at the Special Economic Zone Summit

EMPNG provided an update on production activities with a focus on national content initiatives.

During 2025, the Papua New Guinea Institute of Business and Banking Management together with the Enterprise Centre delivered International Standards Organisation training for Papua New Guinean businesses, with a strong focus on the ISO 9001 Quality Management System (QMS). Training was provided to several Lancos including Laba Holdings Limited, HGDC Energy Services Limited, Turra Holdings Limited and Nares Engineers Limited. The training sessions were designed to build business capacity, enhance understanding of quality governance, and support each organisation's journey toward operational excellence and improved compliance.

The Enterprise Centre also conducted QMS audits, developed a comprehensive QMS implementation plan and provided mentoring support for Nares Engineers Limited during the year. Nares Engineers Limited completed two internal QMS audits and one management review meeting, which confirmed that their company's management system was effective and compliant with ISO 9001 certification.

Laba Holdings Limited also received support from the Enterprise Centre with an internal QMS audit in 2025.

PNG LNG invested PGK22.9 million (USD5.4 million) in community programs during the year. These investments included sponsorships, community contributions, in-kind support and local projects. An additional PGK197.3 million (USD 46.4 million) was allocated to support the construction of public infrastructure projects under the Papua New Guinean Government's infrastructure tax credit program.

Community support included a new community centre that was completed for the Paua community in 2025. The centre consists of a covered concrete structure fitted with steel benches, water storage tanks and other furniture, and is accessible by a concrete footpath. The centre will serve more than 1000 people in Paua and surrounding villages in the Komo-Hulia district of Hela Province.

The Anguale Aid Post was refurbished with support from PNG LNG in collaboration with Lancos HGDC Energy Services Limited and Ajaka Services Limited during the year. The aid post is a mission-run health facility that provides services to multiple clans in Anguale and surrounding villages. The refurbished facility was handed to the Evangelical Church of Papua New Guinea and Hela Provincial Health Authority in March.

The Inu Health Centre in the Pimaga District of Southern Highlands Province has received an upgrade with PNG LNG's support, including refurbishment of the centre's maternity ward. The refurbished centre was handed over to the Inu community in November.

On 3 December, the Port Moresby Nature Park officially opened the ExxonMobil PNG LNG Education Zone, a dedicated learning and resource centre for more than 35,000 primary and high school students who participate in the Park's education programs each year. These programs aim to inspire the next generation of environmental and cultural ambassadors for Papua New Guinea.

The opening of the Education Zone followed PNG LNG's involvement in the Park's second annual Climate Change Science Fair held in October to celebrate the International Day of Climate Action.



EMPNG Chairman and Managing Director, Dinesh Sivasambo (front right), watching a science demonstration from St. Charles Lwanga Secondary School students at the Port Moresby Nature Park's 2025 Climate Change Science Fair

PERFORMANCE HIGHLIGHTS

NATIONAL CONTENT

1.6M+ hours

equivalent of training delivered since the start of production to more than 146,100 course participants

PGK9.6 billion

spent in-country with Papua New Guinean businesses since the start of production

PGK2.9 billion

spent in-country with landowner companies since the start of production

To help improve early childhood education in remote areas of Papua New Guinea, PNG LNG sponsored Bilum Books to deliver their Teacher Training Workshops program for Komo, Hides and Angore teachers during the year. For the first time in this region, 125 Prep to Grade 3 educators participated in the five-day workshop where they learned essential skills in early childhood education, literacy, numeracy and classroom management.

To support the Hela Provincial Government Law and Justice Strategic Plan, PNG LNG delivered youth personal viability training across Hides, Komo and Angore in 2025. Conducted in collaboration with Niugini Organic Spice and Human Development Institute, the training was designed to give marginalised youths access to personal viability education. It included supporting them with skills around conflict resolution and financial literacy.

Two malaria microscopy training workshops were held with PGK574,500 (USD135,000) funding provided by PNG LNG to the National Malaria and Vector Borne Diseases Control Program. The workshops aimed to equip rural technicians with the skills and advanced diagnostic tools they need to address the malaria risk in Papua New Guinea. A total 24 district-based rural laboratory technicians, representing 13 provinces, participated in the training. In addition to enhanced diagnostic skills, each training participant received a state-of-the-art microscope for use in their laboratories.

Environment

A 10-year review of the Biodiversity Implementation and Monitoring Program was completed in 2025. The review aimed to assess the actual impacts of PNG LNG on biodiversity values compared to potential impacts predicted in the PNG LNG Environmental Impact Statement. It concluded that residual impacts observed over the monitoring period were either less than predicted or consistent with Environmental Impact Statement predictions.

This demonstrates that mitigation measures implemented by PNG LNG to reduce residual impacts were effective and, as a result, the offset targets remain unchanged.

As a result of findings from the review, a recommendation was made to adjust the monitoring frequency from every two years to a five-year interval. This recommendation is still under consideration by PNG LNG.

A significant milestone was achieved during the year when eight clans from the Hides area invited EMPNG to conduct biodiversity engagements in their villages. Four clans from Komo also participated for the first time. As a result, eight engagement sessions were conducted, involving more than 368 participants from these 12 clans. Discussions focused on cultural heritage, protected areas, and the ‘free, prior and informed consent’ process for conservation. Following these engagements, all 12 clans submitted formal letters of interest in conservation, inviting EMPNG to assist with implementing conservation initiatives in accordance with the Protected Area process.

Work in Lake Kutubu focused on resource mapping land for conservation in consultation with local communities. EMPNG’s Biodiversity team conducted extensive engagements with nine communities and more than 500 participants on resource mapping and buffer zones for each community. By the end of the year, six of the nine Lake Kutubu communities had completed resource mapping.

EMPNG will continue to support resource mapping for all remaining communities and prepare a consolidated submission for the Conservation and Environment Protection Authority in 2026.

A milestone was also achieved at Hides and Moro during the year where scrap metal recycling was introduced for the first time. More than 1195 tonnes of scrap metal from Hides, along with 170 tonnes from Moro, were successfully recycled through appropriate third-party facilities in Lae. This initiative reduced scrap metal waste sent to landfill at the Hides Waste Management Facility while supporting local businesses involved in the recycling process. Another 19.6 tonnes of stored hazardous waste from the Hides Waste Management Facility, and 0.4 tonnes from the LNG Plant site, were sent for disposal at the newly approved hazardous waste landfill at the waste contractor’s Roku facility. This is the first hazardous waste facility of its kind in Papua New Guinea.

PERFORMANCE HIGHLIGHTS

ENVIRONMENT

10-year review

of the Biodiversity Implementation and Monitoring Program completed in 2025

1 new species

of bird, a hooded jewel babbler, was formally recognised with a species description published in a peer-reviewed journal assigning it the scientific name *Ptilorrhhoa urrissia*

6 communities

completed resource mapping following engagements with nine communities and more than 500 participants

A significant earthquake recovery milestone was achieved in 2025 with completion of the last two projects required to repair the extensive damage to the pipeline Right of Way caused by the 2018 Papua New Guinea earthquake. These projects involved the installation of erosion and sediment control measures and reinstatement works along the pipeline Right of Way in the Upstream area. Since the earthquake, PNG LNG workers have safely completed 4.1 million hours of reinstatement works, including the installation of 8341 micropiles across 76.5 kilometres of the PNG LNG main onshore pipeline Right of Way at high elevations in the remote and rugged Papua New Guinea highlands.

Social

EMPNG has been consistently improving safety management, achieving its safest year since production began with zero Lost Time Incidents, and zero Tier 1 or Tier 2 process safety events in 2025.

During 2025, EMPNG officially launched the Personal Safety Management System, which introduces safety tools and guidance on worker behaviours that are designed to eliminate life altering injuries and fatalities.

The new system promotes leadership behaviours that sharpen the focus on higher potential consequence work and engages the workforce in activities that focus on implementing safeguards aimed at preventing serious injuries.

The Culture of Health program continued to provide health-related activities and initiatives for the workforce throughout 2025. During the year, the program included the first cross-site touch rugby match between personnel from the LNG Plant site and ExxonMobil Haus. There was also strong participation by Upstream workers in regular perimeter walks of the Hides Gas Conditioning Plant (HGCP).

Employee resource groups such as the Women in Energy Network, Social Club and Wanwoks Initiative continued to play an important role in helping Papua New Guinean employees engage, interact and develop personally and professionally during 2025. For example, in March, the United Nations International Women's Day theme of 'March Forward: For ALL Women and Girls' was celebrated with a series of presentations and morning teas organised by the Women in Energy Network.



EMPNG personnel at ExxonMobil Haus celebrating International Women's Day

More than 6250 stakeholder engagements were held with some 38,080 attendees during the year. These included 4620 informal and 1630 formal engagements. Some 87,800 engagements have been conducted since production began.

In October, PNG LNG along with the Papua New Guinean Prime Minister, the Honourable James Marape, and Hela Governor, the Honourable Philip Undialu, signed a Memorandum of Understanding for the Hides Community Power Project.

PERFORMANCE HIGHLIGHTS

SOCIAL

>162 million

hours worked since the start of production

87,800+

engagements conducted with communities since production began

PGK34.7 billion

has been distributed from PNG LNG revenues to the State of Papua New Guinea and its people

The memorandum provides shared commitments to deliver up to 5 megawatts of electricity to communities across the Hela Province.

PNG LNG will continue to engage with the Papua New Guinean Government, non-government organisations and local communities to deliver reliable energy and related benefits that will support national economic and social growth into the future.

1



The PNG LNG production facilities and associated gas resources are designed to deliver reliable and affordable energy for the Asia Pacific region.

EMPNG manages and operates the USD19 billion (PGK80.8 billion) PNG LNG facilities. The PNG LNG facilities are located in the Hela, Southern Highlands, Western and Gulf provinces, as well as the Central Province and National Capital District, of Papua New Guinea. These facilities are used to gather multiphase fluids from Hides wells and transport them through the Hides Spinepipe to the HGCP. At the HGCP, the fluids are stabilised and transformed into two streams – gas and condensate.

Almost 700 kilometres of pipelines are then used to transport the dry gas from Hides, along with associated gas from the Kutubu and Gobe fields, to the LNG Plant, which is located northwest of Port Moresby at the Gulf of Papua. The dry gas is liquefied at the LNG Plant so it can be transported on an LNG cargo ship to customers throughout Asia. NiuPower Limited and Dirio Gas & Power Company Limited also use dry gas to deliver energy for Port Moresby businesses and communities.

Condensate, which travels through the HGCP-Kutubu Condensate Pipeline to the Kutubu Central Processing Facility, is transported to the Kumul Marine Terminal in the Gulf of Papua for export.

The locations of PNG LNG facilities are shown in Figure 1.1.

It is anticipated that some 11 trillion cubic feet of natural gas will be produced during the life of the PNG LNG facilities. This will provide a long-term energy supply to customers including China Petroleum and Chemical Corporation (Sinopec), Osaka Gas Company Limited, JERA Company Incorporated and CPC Corporation Limited.

This report and previous PNG LNG Environmental and Social Reports are available on the PNG LNG website.

www.pnglng.com 

Figure 1.1 – PNG LNG facilities



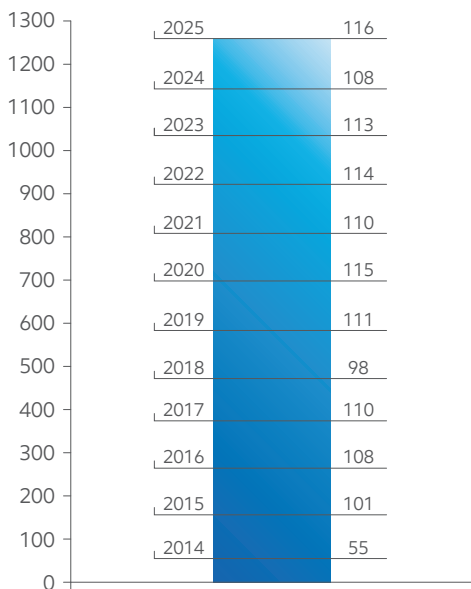
1.1 Production

The first full year of integrating the Angore gas resource into PNG LNG operations was completed in 2025. Significant effort was invested in optimising the complete system, which enabled the LNG Plant to produce at full capacity. An additional production milestone was achieved with the start-up of the Hides F2 well in December. This well will deliver additional gas from the Hides field, therefore supporting stable, long-term LNG production.

In 2025, 8.6 million tonnes of LNG was produced, as well as 116 LNG cargoes (as shown in Figure 1.2) and 12 naphtha cargoes loaded. More than 94.5 million tonnes of LNG have been produced, as well as 1259 LNG cargoes and 123 naphtha cargoes loaded, since production began.

Figure 1.2 – LNG cargoes

NUMBER OF CARGOES LOADED BY YEAR



1.2 Wells

Drilling was completed for the Hides F2 well, which involved an upgraded well design including EMPNG’s first use of Managed Pressure Drilling techniques.



Hides F2 well start-up team members (from left) Leon Omoa, Petrus Paul, Roman Bukuru, Hseiann Law, and Daniel Chigwidden, in the control room at the HGCP

The well was successfully tied in and brought online for production in December. Following the drilling campaign, the drilling rig demobilised to the LNG Plant site in Port Moresby.



Nabors International’s Rig 702 at Hides Wellpad F during the Hides F2 well drilling campaign



LNG vessel, Energy Fortitude berthed at the LNG Plant Marine Terminal jetty to receive the 116th cargo for 2025

1.3 Hides Gas Conditioning Plant

Several optimisations occurred at the HGCP during 2025 to increase the capacity of both the existing Hides wells and new Angore wells. This included confirming the Angore reservoir composition and ensuring the appropriate gas and oil blend was achieved to maximise production of both gas and liquids.



HGCP liquids handling equipment (foreground) and three pipeline compressor exhaust stacks

Additionally, cross-functional teams, from Wells, Projects, Security, Land and Community Affairs, Regulatory, Operations and Maintenance, worked together to safely complete the Hides F2 well. This enabled production to be brought online three months ahead of schedule, while maximising plant production capacity.

1.4 LNG Plant

Consistent production optimisation resulted in the LNG Plant achieving 98.3 percent availability and the delivery of 116 LNG cargoes in 2025. Major maintenance campaigns included change-out of the molecular sieve in the gas dehydration unit, replacement of the LNG loading pump, and upgrades to the boil-off gas compressor dry gas seal.

1.5 Marine facilities and shipping

The LNG Plant Marine Terminal has achieved its highest annual ship turnaround since production began, loading 116 LNG carriers and 12 naphtha vessels in 2025, including a record naphtha load of 130,000 barrels on 25 August. To support safe vessel movements, a comprehensive bathymetry survey of the navigational channel and marine facility waters was completed, confirming seabed conditions and available depths.

The LNG Plant Marine Terminal successfully passed its first Port Facility Security Plan verification audit conducted by the Papua New Guinea Department of Transport. Operational efficiency and sustainability were further improved by enabling night berthing operations for LNG vessels to optimise production and reduce potential environmental impacts.

2025 PERFORMANCE HIGHLIGHTS

OVERVIEW

116 cargoes

of LNG loaded in 2025

1259 cargoes

of LNG loaded since production commenced

12 cargoes

of naphtha loaded in 2025

123 cargoes

of naphtha loaded since production commenced

8.6 million

tonnes per year equivalent of LNG produced in 2025

94.5 million

tonnes per year equivalent of LNG produced since production commenced

2



GOVERNANCE

PNG LNG operates in accordance with its Production Environmental and Social Management Plan, and Papua New Guinea's laws and regulations, to maintain the wellbeing of the workforce, communities and the environment surrounding production facilities.

In accordance with the Production Environmental and Social Management Plan (ESMP), EMPNG complies with 1333 regulatory obligations and 486 licences, permits, certificates and associated conditions.

2.1 ExxonMobil Standards

The Standards of Business Conduct require EMPNG to conduct business in a way that is compatible with the environmental, social, and economic needs of communities where the company operates, while adhering to high ethical standards.

Additionally, EMPNG complies with the Operations Integrity Management System (OIMS) risk management framework.

OIMS is intended to protect the safety and health of EMPNG employees, staff contractors and third-party contractors involved in production activities, as well as members of the public and the environment. This is achieved through identifying, evaluating, and managing risks across all ExxonMobil exploration, construction and production activities.

2.2 Environmental and Social Management Plan

The Production ESMP requires EMPNG to mitigate and manage any potential environmental, social, community health, safety and security impacts associated with the company's operations. This includes complying with Papua New Guinea's legal and regulatory requirements.

A combination of extensive stakeholder engagement and lessons learned from the PNG LNG construction phase were used to develop the Production ESMP. It covers environmental and social monitoring, mitigation and management measures identified in the PNG LNG Environmental Impact Statement (EIS), OIMS requirements, International Finance Corporation Performance Standards, and other relevant international standards such as the Equator Principles.

As shown in Figure 2.1, the Production ESMP is comprised of three Environmental Management Plans that involve all environmental aspects for PNG LNG facilities, and seven Social Management Plans based on key social themes. EMPNG must comply with all commitments outlined in the Production ESMP.

Production ESMP requirements apply for all EMPNG operations, including during normal operating conditions and in reasonably foreseeable abnormal operating conditions or emergency situations.

Periodic reviews of the Production ESMP are conducted in consultation with stakeholders so that it remains current in meeting Papua New Guinea's environmental, social, and operational conditions. The Production ESMP is published on the PNG LNG website.

www.pnglng.com



Figure 2.1 – Production ESMP structure



2.3 Assessment and external monitoring

EMPNG uses a comprehensive assessment and monitoring framework to identify, manage and mitigate production-related risks. To maintain high ethical standards and transparency, the company applies robust monitoring policies, tools and processes to assess the effectiveness of the Production ESMP including:

- implementation and performance of mitigation measures
- progress toward intended mitigation outcomes
- actual impacts compared with those predicted in the PNG LNG EIS
- compliance with applicable laws and regulations.

In addition to EMPNG's internal monitoring, external parties, such as Papua New Guinea Government agencies and regulatory authorities, conduct periodic monitoring of EMPNG's operations. External monitoring was required as part of the PNG LNG financing agreement.

2.3.1 Assessments

Internal and external assessments provide periodic evaluations of EMPNG's Controls Integrity Management System and OIMS and confirm compliance with Production ESMP objectives.

In February, EMPNG personnel conducted an internal OIMS assessment to evaluate compliance programs related to process safety, security, health and environment (SSHE). The assessment involved a combination of interviews, documentation reviews and field observations. Observations from this assessment will help drive continuous improvement.

In July, a business unit audit was conducted to assess the effectiveness of business process controls that are designed to mitigate key financial and reputational risks. The audit team comprised ExxonMobil auditors from across Asia Pacific, including subject matter experts who provided independent, unbiased evaluations. These evaluations enable EMPNG to strengthen its business processes across worksites.

2.3.2 External monitoring

During 2025, the Independent Environmental and Social Consultant completed its 21st independent field monitoring and 24th post financial close review of PNG LNG on behalf of the export credit agencies and commercial banks financing the development. Refer to [Case Study: PNG LNG project paid in full](#) for further information.

In March, the Papua New Guinean Parliament passed the *National Petroleum Bill 2025* and the *Oil and Gas Act Amendment Bill 2025*, which paved the way for the establishment and operation of the National Petroleum Authority. The National Petroleum Authority will take over from the Department of Petroleum and Energy as the administering arm of the petroleum sector under the *Oil and*

Gas Act 1998. Inspectors from the new Authority assessed the Hides Community Power Project in-plant piping route in September and approved its construction. In October, the National Petroleum Authority completed an inspection of the Hides F2 wellpad, and associated measurement devices, and approved start-up of the well.

As part of routine regulatory oversight, the Department of Transport conducted a site inspection of the LNG Plant Marine Terminal in November to verify compliance with applicable regulatory obligations.

2025 PERFORMANCE HIGHLIGHTS

GOVERNANCE

3 environmental

management plans govern PNG LNG operations

7 social

management plans govern PNG LNG operations

1333

regulatory compliance obligations in 2025

486

licences, permits, certificates, and associated conditions met during 2025

CASE STUDY

PNG LNG PROJECT PAID IN FULL

In 2025, EMPNG completed its final repayment of financial obligations associated with the construction of PNG LNG. Work began on the USD\$19 billion project in 2010 and was completed in 2014.

At the time, it was the largest pure project finance development deal in the global energy sector, involving more than 30 export credit agencies, commercial banks and co-venture partners.

In April, the Lender Groups' Independent Environmental and Social Consultant completed its last site assessment, which included a detailed review of project documentation.

The focus of this assessment was on ongoing environmental and social performance across PNG LNG operations during 2024.

The Independent Environmental and Social Consultant issued its final report on the findings of the monitoring assessments for the previous year.

The report highlighted production performance including the start-up of Angore wells, the new Hides F2 well completion and demobilisation of the drilling rig. It also covered recovery works associated with the February 2018 Papua New Guinea earthquake.

EMPNG Chairman and Managing Director, Dinesh Sivasambo, said,

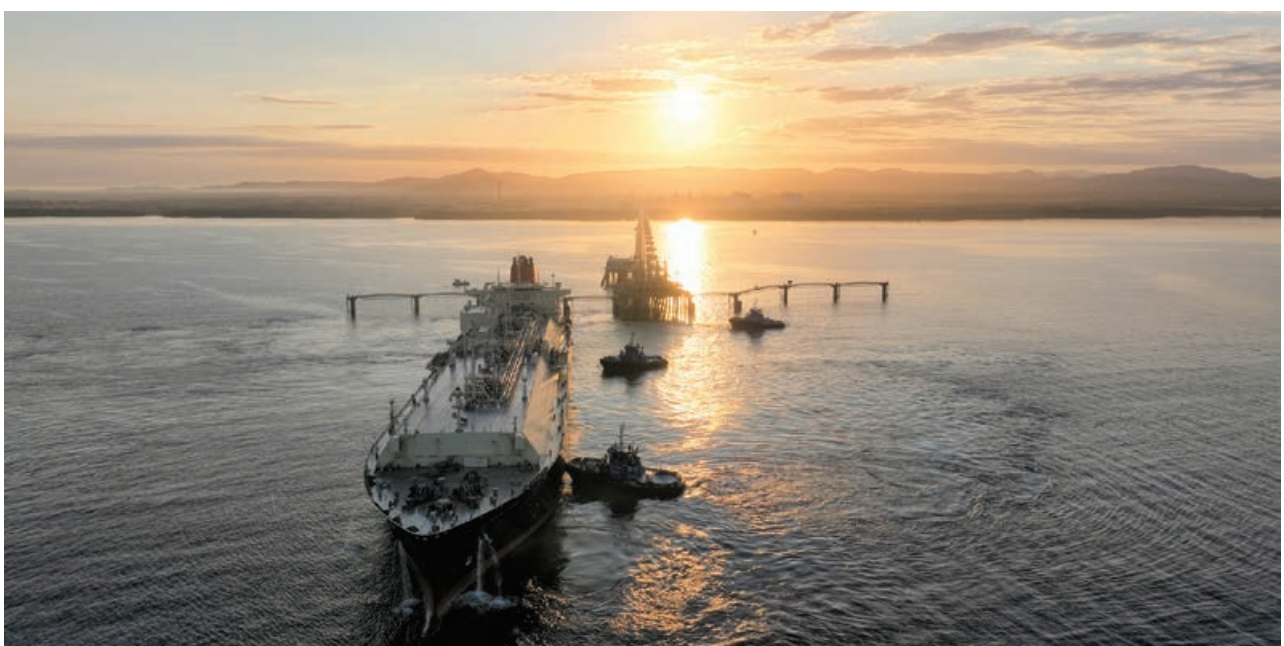
"The PNG LNG Project is a testament to what is possible commercially in Papua New Guinea. It continues to set the bar for safety and operational reliability globally".



Bill Johnson from RINA Consulting S.p.A with EMPNG Environmental Supervisor Peter Pomeleu during the last monitoring visit for the Lender Groups' Independent Environmental and Social Consultant



Aerial view of Hides Wellpad F



An LNG vessel leaving the LNG Plant Marine Terminal



PART A



NATIONAL CONTENT

PNG LNG has a long term approach to its National Content Strategy to help build human, social and economic capacity in Papua New Guinea.

The National Content Strategy consists of three pillars designed to deliver tangible, positive results for people, businesses and communities:



Workforce Development – Provide Papua New Guinean citizens with the professional and technical skills required for existing and future projects, operations, and for the benefit of the national economy.



Supplier Development – Form a competitive local industrial base by evaluating, developing, and utilising Papua New Guinean suppliers that meet operational requirements and are globally competitive on price, quality, reliability, availability and delivery.



Strategic Community Investments – Identify and assess opportunities to build and maintain economic growth and improve social conditions.

The National Content pillars provide a solid foundation for PNG LNG and its stakeholders to support long term economic and social development for the people of Papua New Guinea.

3



PNG LNG provides consistent, structured training and development opportunities to support career pathways for Papua New Guinean citizens.

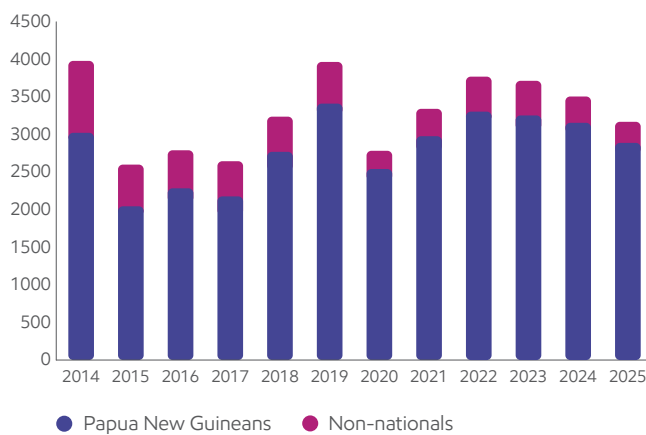
3.1 Composition

Building the capacity of the Papua New Guinean workforce continues to be a priority for PNG LNG.

In 2025, the PNG LNG workforce consisted of 3169 workers, as shown in Figure 3.1. This includes 2889 Papua New Guinean citizens who represent 91 percent of the workforce. It encompasses EMPNG employees, staff contractors and personnel from 26 third-party contractor organisations working on production-related work scopes. Women account for 16 percent of the PNG LNG workforce.

Figure 3.1 – Production workforce

NUMBER OF WORKERS BY YEAR



Thirty-seven Papua New Guineans, including 13 women, held roles with EMPNG at supervisor level or higher by the end of the year. Four of these moved into their supervisory roles during 2025.

Pia-Marie Sitapai was promoted from Training Coordinator to Competency and Training Supervisor, while Gerard Nokiar transitioned from LNG Plant Lead Control Room Technician to HGCP Operations Supervisor. Raymond Kumo moved from Mechanical Lead to LNG Plant Acting Mechanical Supervisor, while Moi Kaira was offered the position of Instrumentation Supervisor after fulfilling the role of Acting Instrumentation Supervisor.

Of the total PNG LNG workforce, 49 percent is based in the Upstream area and 33 percent at the LNG Plant site. The rest are based in other locations, such as ExxonMobil Haus in Port Moresby.



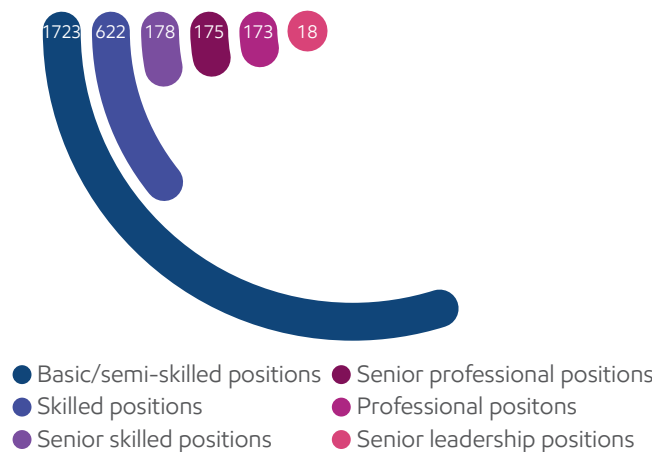
EMPNG’s Property Solutions team celebrating the 10-year anniversary of ExxonMobil Haus’ opening

Wherever possible, PNG LNG recruits from areas near production facilities, with 43 percent of local origin located close to PNG LNG operations, 25 percent of regional origin from provinces where PNG LNG operates, and 32 percent from other areas of Papua New Guinea.

As shown in Figure 3.2, Papua New Guinean employees and staff contractors include: 173 professionals in discipline-specific roles such as engineers, administrative professionals or accountants; 175 senior professionals such as supervisors and team leaders; 178 in senior skilled roles such as Level 3 operations and maintenance technicians; and 622 skilled positions, such as electricians and Level 1 and Level 2 operations and maintenance technicians. Another 1723 hold basic/semi-skilled positions in roles such as drivers, security officers, radio operations, and apprentices, while 18 are senior leaders in general management roles.

Figure 3.2 – Position types

NUMBER OF PAPUA NEW GUINEAN EMPNG EMPLOYEES AND STAFF CONTRACTORS BY POSITION TYPE



3.2 Training and development

EMPNG provides ongoing professional and personal development programs to help build the skills and capabilities of the production workforce. This includes in-house and external training courses, mentoring, employee networks, development forums, and short-term broadening assignments.

Third-party contractors also receive workforce training and development relevant to their scopes of work.

In 2025, EMPNG and its contractors delivered training to more than 10,100 participants during the equivalent of almost 298,700 hours through some 3400 courses. Training was provided through both face-to-face and online methods. Papua New Guinean citizens accounted for 85 percent of training participants, of whom 41 percent were women.

Since the start of production, the equivalent of 1.6 million hours of training has been delivered to more than 146,100 course participants.

3.2.1 EMPNG workforce training and development

In 2025, EMPNG delivered training to 4083 participants over more than 255,300 hours through 1969 courses. Training was provided through both face-to-face and online methods. An average of 62.5 hours of training was received per person during the year.

Since the start of production, the equivalent of more than 928,400 hours of training has been delivered to EMPNG employees and staff contractors.

Twenty-two percent of training participants were located at Upstream area worksites, and 40 percent at the LNG Plant site, with the remainder at ExxonMobil Haus or other areas in Papua New Guinea. Papua New Guinean citizens comprised 70 percent of course participants. Of these, 30 percent were women.

Seventy-five percent of all training hours delivered during 2025 was spent on trade training, followed by 12 percent on SSHE training. The remaining 13 percent was dedicated to: technical and professional courses; administrative, basic and induction training; and leadership training.

Specific courses conducted during the year included: a Socioeconomic Management training course; an Economic Bootcamp; an Invoice Verification Training and Procurement clinic; values training; and non-technical worksite tours.

See [Case Study: Building the skills of the Papua New Guinean workforce](#).

Supervisor Foundation Training was delivered to 34 upcoming supervisors in April and November. The intensive four day training was designed to equip new leaders with the essential skills and tools needed to transition effectively into their first supervisory roles. It also reinforced alignment with ExxonMobil's expectations of leaders, ensuring participants understood and demonstrated these behaviours.



Participants of Supervisor Foundation Training after completing the April course

The company completed 18 above field training sessions during the year. The online and in-person sessions were attended by more than 960 participants. They covered topics such as: an overview of gas turbines; SSHE careers, and an Upstream area overview. In addition, ExxonMobil Mozambique representatives presented a session on Rovuma LNG.

Overseas expatriate assignments give Papua New Guinean employees the opportunity to enhance their career development. During 2025, 14 EMPNG employees, including nine graduates of the Operations and Maintenance training program, participated in overseas assignments in the United States, Italy and Australia.



A Rovuma LNG overview session being delivered by a visiting ExxonMobil Mozambique representative

Moale Bae, Vagi Hekwa, Dicksee Hiraya, Kwalimu Hiri, George Kovea, Alex Oki and Nou Peter started their expatriate roles at the Golden Pass LNG Project in Beaumont, Texas joining Noah Pingin, Appolonia Nabo and Olema Uru. Gerard Schulze and Stephen Marinjembi continued their assignments based at the Houston Campus in Spring, Texas. Rodney Camillus became Mozambique Operations Advisor moving to Italy from Houston. Nathaniel Tuba commenced an assignment with Esso Australia based at the Longford Gas Plant in Victoria, Australia.



George Kovea at the Golden Pass LNG Project facilities in Beaumont, Texas

Graduate programs

EMPNG recruits Papua New Guinean university and college graduates for full-time employment and provides on-the-job training to support their career development. The Graduate Engineering Program, Intern Engineering Program and Graduate Management Development Program are three annual programs that are used to recruit candidates.

Under the Graduate Engineering Program, graduate engineers are chosen for career opportunities in technical disciplines that include process surveillance, electrical power systems, instrumentation and controls, computer networks and systems, civil, geotechnical, machinery, mechanical integrity, and pipelines.

Participants of this program also complete the Engineers in Operations program, where engineering graduates learn operations and maintenance processes by shadowing operations and maintenance technicians for four to six weeks at the LNG Plant. This is followed by a 90-day onboarding program to help the graduates transition to their permanent assignments.

Four new graduate engineers were recruited through the Graduate Engineering Program during 2025. They consisted of two civil and integrity engineers, one instrumentation and controls engineer, and one measurement engineer.

Eight students from the Papua New Guinea University of Technology, who joined EMPNG’s Intern Engineering Program in 2024, completed the program in February 2025. During their internship, these students worked with the Operations Technical Support team to gain hands-on experience in real-world engineering work and help develop their technical skills and problem-solving abilities. As part of the program, the interns had the chance to work with civil and integrity, laboratory and measurement, machinery, instrumentation and controls, electrical, and surveillance engineering teams. In November, six new interns joined the 2025 Intern Engineering Program intake.



EMPNG Engineers with the 2024 Intern Engineering Program cohort

The program recruits final year university students who receive 12 weeks of on-the-job training at PNG LNG facilities. After completing their internship, students who demonstrate exceptional performance, a strong work ethic, and alignment with the company’s values and culture may be considered for full-time employment through EMPNG’s Graduate Engineering Program once they complete their degrees.

Since its inception, around 60 students, including 12 women, have participated in the Intern Engineering Program.

The Graduate Management Development Program recruits graduates from Papua New Guinean universities and equips them with the knowledge, skills and experience necessary to embark on a successful career with EMPNG.

The three-year cross-functional program provides each graduate with 12-month rotations across different departments and disciplines within EMPNG’s businesses. This gives graduates the opportunity to develop a broad range of skills and competencies, and a platform to identify individual strengths and passions for future career paths.

HIGHLIGHT

FROM INTERN TO ENGINEERING LEAD

Instrumentation and Controls Engineering Lead, Kimberly Sabarei, has built a solid career path with EMPNG, starting with the company as an intern.

Kimberly’s first experience with EMPNG was as an intern engineer at the LNG Plant in late 2017 during her third year of engineering studies at the Papua New Guinea University of Technology. During this time, she spent 12 weeks learning on-the-job with the Facilities Surveillance Engineering team.

After graduating from university in 2019 with a Bachelor of Engineering in Mining Engineering, Kimberly was offered a permanent role with the Facilities Surveillance Engineering team. She spent three years providing process engineering support to LNG Plant operations. In this role, Kimberly successfully reached her early career milestone as a Facilities Engineer.

In 2022, Kimberly was appointed to support the HGCP.

“It was an interesting transition moving Upstream, as I had to adjust to working as a fly-in fly-out rotator. In this role, I learned more about our gas wells, the gas conditioning processes, and how to respond to different operating conditions,” Kimberly said.

“The highlight of my role there was being part of the production optimisation campaign to increase gas production”.

In April, Kimberly was promoted to her current role as the lead of the Instrumentation and Controls Engineering team where she leads a group of seven engineers under the guidance of a senior technical expert.

“It has been an interesting challenge to pivot to a new engineering discipline and to appreciate the value of technical support from a different perspective. I’m grateful for the access I have to world class resources at ExxonMobil to help me navigate engineering challenges and contribute to the success of PNG LNG,” she said.



EMPNG Instrumentation and Controls Engineering Lead, Kimberly Sabarei



Intake 10 of the Operations and Maintenance training program graduating from the Kumul Petroleum Academy

By the end of 2025, 11 employees had completed the Graduate Management Development Program while 13 more were participating in the program during the year.

Refer to [Case Study: Mark and Belinda launch their careers with EMPNG](#).

In 2025, the Graduate Management Development Program was promoted at the Community Affairs and National Content Conference and Exhibition (CANCONEX) Career Fair and the University of Papua New Guinea Career Expo. Due to high interest expressed in the Graduate Management Development Program at these career events, EMPNG extended the closing date for applications to the program by one week. As a result, an additional 30 applications were received for the program during 2025.

Operations and maintenance

The Operations and Maintenance training program is used by EMPNG to recruit and develop the skills of Papua New Guineans for technical careers at HGCP and LNG Plant. Since the first intake in 2010, some 330 Papua New Guinean citizens have participated in the training program.

At the end of 2025, there were 239 Operations and Maintenance training program graduates in the PNG LNG workforce with 218 of these fulfilling roles within their Operations and Maintenance disciplines. These include, 126 Operations, 30 Mechanical, 32 Instrumentation and 25 Electrical Technicians, as well as two Maintenance Planners and Schedulers and three Integrity Execution Coordinators.

The Operations and Maintenance training program also enables graduates to progress into management, professional and technical roles across various departments within EMPNG, enabling them to continue to build the knowledge and experience required to advance their careers in the LNG industry. By the end of the year, 21 graduates had transitioned into roles outside of their operations and maintenance disciplines or are undertaking expatriate assignments.

Eleven Operations and Maintenance training program graduates undertook broadening assignments during the year. They consisted of: Nicholas Kassman, Barbara Kipak, Leon Omoa and Alisha Onno as Personnel Safety Management System Champions; Douglas Taiyabu as Instrument and Controls Engineering Technician; Kylie Kevau and Edna Maniot as Maintenance System Specialist; Gabriel Kila and Sidney Isaiah as Marine Loading Masters; Victoria Kamila as Shipping and Export Coordinator; and Steven Lewe as OIMS Technician.

Participants in the Operations and Maintenance training program begin their journey with a 15-month scholarship at the Kumul Petroleum Academy. Upon successful completion, they are recruited by EMPNG and enter a structured competency progression pathway. This pathway starts at the Junior Technician level and advances through Technician Levels 1, 2, and 3. High-performing technicians can further progress to Technician Level 4 and/or supervisory positions.



Rodney Nanape and Richard Pomu from Intake 10 of the Operations and Maintenance training program participating in a practical assessment on lifting

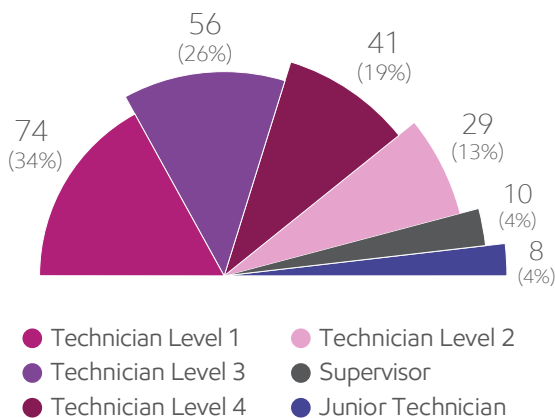


Operations and Maintenance Program trainees Delilah Sumani and Sarea Epavea with Mechanical Trainer, Korey Hulape at the Kumul Petroleum Academy

In 2025, 35 percent of operations and maintenance technicians progressed to the next technician level. Figure 3.3 shows the current levels of operations and maintenance technicians.

Figure 3.3 – Operations and maintenance technicians

NUMBER AND PERCENTAGE BY TECHNICIAN LEVEL



Of the 10 Operations and Maintenance training program graduates in supervisor roles, three were promoted to Supervisor positions during the year. Operations and Maintenance training program graduates comprise approximately 38 percent of all EMPNG field operations leadership roles.

Operations and maintenance technicians, at a minimum of Technician Level 3 and progressing to Technician Level 4, can be selected by their supervisors to become qualified as a Competency Verifier. At the end of 2025, 47 of the 76 qualified Competency Verifiers were Papua New Guinean citizens, of whom five were women.

3.2.2 Contractor training and development

The equivalent of 43,392 hours of training was delivered by all EMPNG contractors during 2025. Almost 6050 participants were involved in more than 1420 training sessions, which equates to an average of seven hours of training per person across the contractor workforce.

Fifty-seven percent of training participants were in the Upstream area, 38 percent at the LNG Plant, and the remaining 4 percent at contractor offices and other off-site locations. Fifty-five percent of contractor training participants were employed from local communities, 12 percent from a province in which EMPNG operates, and 33 percent were from elsewhere in Papua New Guinea.

Since the start of production, contractors have provided more than 112,600 PNG LNG workforce participants with the equivalent of 700,292 hours of training.

2025 PERFORMANCE HIGHLIGHTS

WORKFORCE

2889 PNG citizens

comprise 91% of the PNG LNG workforce*

298,700 hours

of training delivered through almost 3400 EMPNG and third-party contractor courses in 2025

239 graduates

of the Operations and Maintenance training program employed by EMPNG

41 Level 4

Technicians in the workforce are from the Operations and Maintenance training program

43 percent

of Papua New Guineans in the PNG LNG workforce* were recruited from areas of local origin proximate to PNG LNG operations

* PNG LNG workforce includes: EMPNG employees for PNG LNG; staff contractors employed through recruitment agencies; and 'contractors', meaning other third-party contractor personnel.

CASE STUDY

BUILDING THE SKILLS OF THE PAPUA NEW GUINEAN WORKFORCE

EMPNG conducted numerous skills development programs for Papua New Guinean workers during 2025. These programs covered topics such as: socioeconomic management; economics; procurement; and workplace values.

Fifty EMPNG workers participated in a two-day Socioeconomic Management training course, along with ExxonMobil workers from Indonesia, Germany, China, the United States and Mozambique. Workers were from cross-functional teams such as operations, commercial, land and community affairs, environment and security. The course aimed to provide participants with a deeper understanding of socioeconomic frameworks and strengthen their capacity to responsibly manage social and economic impacts. Eight core elements of socioeconomic management were covered in the course through presentations, interactive discussions and real-world case studies:

- Impact Identification and Assessment
- Human Rights
- Community Engagement and Grievance Management
- Cultural Heritage
- Indigenous Peoples
- Community, Health, Safety and Security
- Land Use, Resettlement and Livelihood Restoration
- Local Economic Development.

Another 80 workers participated in an Invoice Verification Training and Procurement clinic to strengthen their knowledge of invoice verification processes, compliance and how to drive efficiency in contract administration tasks. The clinic was held in collaboration with ExxonMobil Thailand.

In October, EMPNG workers joined a three-day Economic Bootcamp, which provide information about economics including cash flow analysis. The course aimed to equip participants with essential economic principles that will help them as they transition across roles during their careers.

EMPNG continues to deliver *Em pasin bilong ExxonMobil PNG* values-based training for workers. This program emphasises the company’s seven core values of care, safety, security, integrity, teamwork, excellence and environment. Almost 98 percent of the EMPNG workforce has now completed this training.

The company’s Above Field Training team also conducted four site visits for non-technical workers during the year to give them a better understanding of LNG processing, operational equipment, site activities and safety practices. These site visits help non-technical workers to see how their individual roles contribute to the broader organisational mission.



EMPNG workers at *Em pasin bilong ExxonMobil PNG* values training



Economic Bootcamp graduates



EMPNG’s above field workforce on a site tour at the LNG Plant



Socioeconomic Management training course participants

CASE STUDY

MARK AND BELINDA LAUNCH THEIR CAREERS WITH EMPNG

EMPNG’s three-year Graduate Management Development Program is helping to launch the careers of many Papua New Guinean graduates, including Mark Winduman from Port Moresby and Gisoba from Morobe Province.

Mark joined the Graduate Management Development Program after he graduated with a Bachelor of Information Systems from Divine Word University in 2022. Through the program, he gained experience as a Digital Projects Analyst, Supply Chain Materials Analyst, Government Relations Advisor and Customer Experience Advisor.

In 2025, Mark completed the program and secured the role of IT Site Lead at the LNG Plant where he leads a team of five analysts. His job includes advising operations teams about IT compliance, providing end user support, maintaining network infrastructure and enforcing IT best practices site wide. Mark said,

“This position builds on a sturdy foundation of prior roles within EMPNG, reflecting a dynamic and adaptable career trajectory.

I appreciate the opportunities that EMPNG has given me and am committed to ongoing growth and professional development. I aim to contribute to impactful projects and foster seamless organisational processes”.

Belinda, who graduated with a Bachelor in Business Accountancy in 2023 from Divine Word University, has gained experience in roles such as Contracts Lead, Third-Party Engagement Analyst and Government Relations Advisor. In January 2026, Belinda completed the Graduate Management Development Program and was appointed as the LNG Plant Fuel and Waste Management Coordinator. She said,

“I gained experience in areas such as coordinating stakeholder meetings to discuss regulatory compliance and project updates, monitoring legislative and regulatory changes impacting Papua New Guinea’s oil and gas sector, and preparing briefing materials for executives on key government policies and stakeholders.

I also had the opportunity to act as a liaison between EMPNG and local government agencies, facilitated communication, and collaborated with cross-functional teams to align strategic goals with government requirements”.

Belinda said she was grateful for the learning experiences she received through EMPNG’s Graduate Management Development Program.

Each year, university graduates with degrees in human resources, accounting, business, law and public policy, IT, journalism and science are recruited for the Graduate Management Development Program, which develops their skills for above field roles across EMPNG. The graduates rotate through various support services departments

within their first three years of employment to obtain a broad understanding of EMPNG’s business. Mentoring and workplace assignments help these workers to quickly develop leadership capabilities and technical skills, as well as build their own global network of colleagues. They are introduced to EMPNG’s operations through a combination of worksite visits and lectures from departments such as gas marketing, geoscience and construction.



Mark Winduman at the LNG Plant Marine Terminal supervising a UHF radio antenna replacement



Belinda Gisoba (left) with the Fly River Provincial Administration Executive Management team participating in their Provincial Coordination and Monitoring plans at Daru, Western Province

4



Through planned capacity building and growth opportunities for local suppliers, PNG LNG supports Papua New Guinean businesses in driving economic and social development.

4.1 Procurement and suppliers

To help build the capacity of Papua New Guinean businesses so they can become self-sustaining enterprises, PNG LNG engages local companies in production-related work scopes.

Lancos, each representing a specific geographic area within the PNG LNG area of operations, provide a range of essential services such as road maintenance, civil and construction works, project management, engineering services, transportation of personnel, fuel distribution, security, camp maintenance and catering, vehicle maintenance, labour hire, landscaping, and other related services. In addition, other Papua New Guinean businesses deliver specialised support such as engineering and mechanical integrity, non-destructive testing, accommodation supply, civil works, personnel transportation, security, catering and food supply, maintenance, surveying, inspection and testing, medical services, and waste management.

In 2025, EMPNG engaged 10 Lancos and 229 other Papua New Guinean businesses for production-related work scopes. In-country spend with Papua New Guinean businesses remained consistent with the previous year at more than PGK1.4 billion (USD330 million). Some 22 percent of this spend was for Lanco services, which equates to almost PGK310 million (USD72.8 million) compared to PGK366 million (USD86 million) spent on Lanco services in 2024.

EMPNG has spent almost PGK9.6 billion (USD2.25 billion) on Papua New Guinean services since the start of production. Of this, more than PGK2.9 billion (USD687.9 million) was spent on Lanco services.

4.2 Capacity building

In July, PNG LNG representatives participated in the Papua New Guinea Chamber of Resources and Energy 2025 Papua New Guinea Resources Week in Port Moresby, which included interactive sessions, exhibitions, networking and gala events. More than 5000 participants from government, industry, landowner companies, small and medium enterprises, and community groups joined the week-long celebration of collaboration and innovation in the resources sector.

During the week, EMPNG’s Land and Community Affairs team, Public and Government Affairs team, SSHE and Regulatory teams, and Operations and Socioeconomic team members spoke about topics such as: community investments in PNG LNG; the social mapping and landowner identification process; and broader national content initiatives.

The 2025 resources week theme was ‘50 Years of Building PNG Communities’. The week included the CANCONEX, which highlighted: national content and Lancos; community investment in health, education and agriculture; workforce development; and sustainability including renewables, environmental management, and climate change.



EMPNG National Content Manager, Sam Koyama (front), at the PNG LNG CANCONEX booth with Papua New Guinea Chamber of Resources and Energy President, Anthony Smaré



PNG LNG representatives at the company’s CANCONEX booth



EMPNG National Content Manager, Sam Koyama (third from left) with representatives from Lanco, Trans Wonderland Limited, at their CANCONEX booth

CANCONEX also covered policy and regulatory updates from government agencies, as well as focused sessions on security and the services sector, which involved almost 100 speakers from the resources sector, Government, and Papua New Guinean businesses.

The Papua New Guinea Resources Summit was also part of the 2025 resources week program. The summit involved Prime Minister, the Honourable James Marape, and senior State Ministers and industry business leaders who deliberated on the country’s economic outlook, key resources sector developments, and fiscal regime reform updates.

In August, PNG LNG participated in the Papua New Guinea 2nd Special Economic Zone Summit in Port Moresby.



EMPNG National Content Manager, Sam Koyama, presenting on EMPNG’s National Content Strategy at the Special Economic Zone Summit

The four-day summit brought together international and local experts, policymakers, investors, industry leaders and development partners. It focused on how Special Economic Zones can accelerate Papua New Guinea’s economic transformation through enhanced infrastructure, targeted incentives and increased foreign and domestic investment. PNG LNG provided an update on production activities with a focus on national content initiatives.

Two PNG LNG contractors were recognised at the 11th annual contractor SSHE Forum held during 2025.

Hides Alliance Group received the National Content Award for its exceptional commitment to retaining a national workforce, developing suppliers and investing in local communities. More than 75 percent of their workforce is from the PNG LNG area of operations, and in 2025, the company doubled its in-country spend to help boost the local economy.



Representatives of PNG LNG and Hides Alliance Group – winners of the 2025 National Content Award

In addition to workforce and community investments, Hides Alliance Group collaborates with EMPNG in supporting community agricultural programs across Angore, Komo and Hides.

PNG Ports Corporation Limited received an honourable mention at the 2025 forum for its dedication to local workforce development, gender inclusion and national investment. PNG Ports Corporation Limited recruited and trained four female line handlers from LNG Plant site villages through a strategic partnership with Lanco Laba Holdings Limited. These women completed training at the PNG LNG Marine Terminal and now hold operational roles in mooring LNG tankers at Caution Bay.

The SSHE Forum helps share best practices in national content initiatives and aligns the safety cultures of EMPNG and its third-party contractors.



Participants of the 11th annual contractor SSHE Forum

In 2025, the Papua New Guinea Institute of Business and Banking Management together with the Enterprise Centre delivered International Standards Organisation training for Papua New Guinean businesses, with a strong focus on the ISO 9001QMS. Training was provided to several Lancos including Laba Holdings Limited, HGDC Energy Services Limited, Turra Holdings Limited and Nares Engineers Limited.



Representative of Nares Engineers Limited receiving their ISO 9001 QMS certificate

The training sessions were designed to build business capacity, enhance understanding of quality governance, and support each organisation’s journey toward operational excellence and improved compliance.

The Enterprise Centre also conducted QMS audits, developed a comprehensive QMS implementation plan and provided mentoring support for Nares Engineers Limited during the year. Nares Engineers Limited completed two internal QMS audits and one management review meeting, which confirmed that the company’s management system was effective and compliant with ISO 9001 QMS certification.

Laba Holdings Limited also received support from the Enterprise Centre with an internal QMS audit in 2025.

Other courses delivered by the Enterprise Centre during the year focused on safety and soft skills training. The soft skills programs covered supervisor skills development to improve leadership capacity, promote workplace safety, and support professional growth across the participating organisations.

The Enterprise Centre continues to enhance the Supplier Management Portal. During 2025, the portal was updated to include more than 3700 Papua New Guinean suppliers and work was conducted to clean and validate supplier information through a quality management process.

2025 PERFORMANCE HIGHLIGHTS

SUPPLIERS

PGK1.4 billion

spent in-country with Papua New Guinean businesses in 2025

PGK9.6 billion

spent in-country with Papua New Guinean businesses since the start of production

229 local businesses

working on PNG LNG, as well as 10 Lancos

PGK310 million

spent with Lancos in 2025

PGK2.9 billion

spent with Lancos since the start of production

5



To help build empowered communities, EMPNG works in collaboration with government, non-government organisations and local communities on inclusive, long-term community initiatives.

5.1 Strategic community investment

Strategic community investment programs are implemented to help realise positive, long-term economic and social development for Papua New Guinea. These programs include education, health, environment awareness, livelihood support, key infrastructure improvements, law and justice, and community-based initiatives. Every program aligns with its relevant geographic area:

- local area programs with communities impacted by PNG LNG
- impacted provinces – support provincial level initiatives together with provincial and local-level governments and development partners
- national programs – involve capacity building projects at a broad scale that support both provincial and local levels.

During 2025, PNG LNG invested PGK22.9 million (USD5.4 million) in community programs. These investments included sponsorships, community contributions, in-kind support and local projects. An additional PGK197.3 million (USD 46.4 million) was allocated to support the construction of public infrastructure projects under the Papua New Guinean Government’s infrastructure tax credit program, as outlined in *Section 9.4.1 Infrastructure and government support*.

5.1.1 Local area programs

To strengthen community resilience, PNG LNG conducts local area programs with community members and provincial and local-level governments. These programs include training and business development for women, education for school students, and community-based health and wellbeing initiatives.

Upstream area and pipeline Right of Way

EMPNG’s Upstream Community Affairs team continues to support weekly fresh produce markets at Hides and Komo as well as at the newly re-established Angore-based market.

Approximately 100 local vegetable farmers sold their produce to the HGCP Camp caterers and earned additional income from sales to community members during the year. Fifty-two markets were held in 2025, generating more than PGK247,140 (USD58,078) in income for local communities. Upstream area community markets were originally established in 2016 as part of the Community Livelihood Improvement Program. To date, these markets have generated more than PGK1.71 million (USD402,000) of income for Upstream communities.

During 2025, a new community centre was completed for the Paua community. The community centre consists of a covered concrete structure fitted with steel benches, water storage tanks and other furniture, and is accessible by a concrete footpath. The centre will serve more than 1000 people in Paua and surrounding villages in the Komo-Hulia district of Hela Province.

Eanda Elementary School in Komo has received construction materials from PNG LNG for refurbishment of the school building, including the construction of an additional classroom.



The community centre at Paua Village prior to being furnished with benches

The classroom will help reduce overcrowding and create a more conducive learning environment for students. PNG LNG is also supporting Lake Kutubu Primary School by supplying the materials required for footpaths to be constructed as part of the school’s upgrade and beautification program. The school caters for 400 students from Grades 3 to 8.

The Anguale Aid Post was refurbished with support from PNG LNG in collaboration with Lancos HGDC Energy Services Limited and Ajaka Services Limited. The aid post is a mission-run health facility that provides services to multiple clans in Anguale and surrounding villages. The refurbished facility was handed to the Evangelical Church of Papua New Guinea and Hela Provincial Health Authority in March.



Evangelical Church of Papua New Guinea representative, Keith Kedekei, receives the keys to the refurbished Anguale Aid Post from EMPNG Shutdown and Major Maintenance Manager, Ryan Seale

The Inu Health Centre in the Pimaga District of Southern Highlands Province has received an upgrade with PNG LNG’s support, including refurbishment of the centre’s maternity ward.



Opening of the newly refurbished Inu Health Centre

The refurbished centre was handed over to the Inu community in November.



PNG LNG representatives with the local community at the opening of the newly refurbished Inu Health Centre

PNG LNG funded the construction of three *haus wins* in Komo during the year. *Haus wins* are community meeting places that also provide local communities with easy access to clean water. Two water catchment structures were also constructed at Pongoli and Kulu villages in the Hides area in 2025.



Water catchment structure constructed at Kulu Village

More than 500 students and staff at Kutubu Secondary School have received solar lamps to provide light so they can study in the evening.



Kutubu secondary students receiving PNG LNG’s donation of solar lamps

Additionally, youths from Awatangi, Hupikini and other communities along the access road to Hulia Bridge and Halipi Junction received donations of sporting goods and other household items to encourage them to participate in community organised sports activities.

Together with Lancos HGDC Energy Services Limited and Tupi Arawi Investments Limited, PNG LNG delivered 10 drum ovens to support local families in Angore communities with meal preparation during 2025.



One of the 10 drum ovens donated to communities in Angore

To help improve early childhood education in remote areas of Papua New Guinea, PNG LNG sponsored Bilum Books to deliver their Teacher Training Workshops program for Komo, Hides and Angore teachers during the year. For the first time in this region, 125 Prep to Grade 3 educators participated in the five-day workshop where they learned essential skills in early childhood education, literacy, numeracy and classroom management.



Bilum Books Lead Trainer, Glenda Giles, facilitating the Teacher Training Workshop in Komo

In rural communities, early grade teachers often have limited formal training, with many only completing Grade 8 or high school. While they may possess basic English and mathematics skills, they often lack the teaching and instructive knowledge to effectively support young students. This gap in teacher preparation can significantly impact the quality of education that children receive during their formative years. The Bilum Books training program is designed to close this gap by:

- equipping teachers with age-appropriate teaching strategies and classroom management techniques
- strengthening understanding of early literacy and numeracy development
- building confidence and competence in delivering engaging, inclusive and culturally relevant lessons
- ensuring equitable access to quality early education for every child, regardless of location.

Bilum Books is part of the ‘Partnerships for Improving Education’ agreement between the Papua New Guinean and Australian governments.

To support the Hela Provincial Government Law and Justice Strategic Plan, PNG LNG delivered youth personal viability training across Hides, Komo and Angore in 2025.

Conducted in collaboration with Niugini Organic Spice and Human Development Institute, the training was designed to give marginalised youths access to personal viability education. It included supporting them with skills around conflict resolution and financial literacy.



Participants of the personal viability training conducted at the Komo Youth for Change Association in Komo Station

Sewing training was delivered to 14 women’s groups in the Angore region during 2025 to equip participants with practical skills and techniques so they can improve their standard of living. The training was conducted with Lanco HGDC Energy Services Limited and the St John’s Irawi Catholic Church.



Joselyn Bibila from the Irawi Evangelical Church of Papua New Guinea Women’s Group participating in sewing training



Sewing training participants from the Kandiwai Seventh-day Adventist Church and Evangelical Church of Papua New Guinea women’s groups



Sewing Trainer, Sister Bency, with training participants from the Irawi Catholic Church and Evangelical Church of Papua New Guinea women’s groups

PNG LNG ended 2025 with the donation of academic excellence awards to Upstream area schools for graduation ceremonies and the donation of 250 Christmas gift packs to more than 200 patients at Tari Hospital.



EMPNG Land and Community Affairs Manager, Marilyn Wingi, presenting a Christmas gift to a young patient of the paediatric ward at Tari Hospital

LNG Plant site

With the PNG LNG-funded construction of new double classroom buildings for Boera Primary, Lea Lea Primary, Porebada Primary and Papa Junior High School completed in 2024, these schools now have a dedicated classroom to house their new computer laboratories. The computer laboratories were set-up in 2025 as part of the PNG LNG-funded Digital Infrastructure Program facilitated by LiteHaus International PNG Limited. PNG LNG also supported the delivery of digital literacy training for teachers from LNG Plant site village schools to help build their capacity to become IT teachers and manage the computer laboratories.

The Advancing PNG: Women Leaders Network Incorporated has also received support from PNG LNG with the delivery of a one-month advanced sewing and tailoring course for 37 women and three men in Boera during the year. Host of the training program, Doreka Dai, is Director of Boera Women’s Tailoring Limited and an alumni of ExxonMobil’s Global Women in Management program.

Water carts were provided by PNG LNG to schools and health facilities in local LNG Plant site communities in 2025 to support their operations during the dry season. Food was also donated for six ward councillors who volunteer their time in helping maintain law and order in local communities.



EMPNG LNG Plant Asset Manager, Brent Decker, with Doreka Dai officiating the closing ceremony of sewing training at Boera Village

Netball equipment and branded merchandise was donated to the Hiri Koiari Netball Association for a tournament that focused on identifying local talent for the national championships hosted in late 2025. Additionally, PNG LNG supported Hiri Koiari Netball Association and the Papua New Guinea Rugby Football League with delivering sports clinics focused on leadership, coaching and refereeing.

LNG Plant site village schools, as well as schools along the road to the LNG Plant from Port Moresby, were provided with branded backpacks and recognition plaques to award top performing students at their end-of-year graduation ceremonies.



Students from Papa Primary School

5.1.2 Provincial programs

PNG LNG continues to sponsor the Hiri Moale Festival, which is held every March by the Motu Koita Assembly to celebrate the livelihood, culture and tradition of the Motu and Kota people. The festival showcases 300-year-old traditional Hiri trade voyages between the people of the Gulf and Central provinces. PNG LNG provided a PGK200,000 (USD47,000) sponsorship for the 51st Hiri Moale Festival, which included cultural performances from Motu Koitabu villages, the *Vanagi Heau Helulu* or ‘canoe race’, the arrival of the traditional *lagatoi* (a traditional double-hulled sailing watercraft) and crowning of the 2025 Miss Hiri Hanenamo. Luisa Margaret Udia from Tatana Village was honoured with this title in 2025. PNG LNG has supported the festival since the start of production in 2014.



Sailing of the lagatoi during the 2025 Hiri Moale Festival

PNG LNG also provided PGK185,755 (USD43,652) to the Papua New Guinea Cancer Foundation for the Healthy Teens School Program, Let’s Talk Cancer awareness sessions, and a Community Outreach and Prevention Education Program within local communities and workplaces. These programs aim to deliver practical information on cancer prevention, early detection, and reducing exposure to risk factors.

A PGK100,000 (USD23,500) donation was made during the year to the Vabukori Women’s Development Association. The donation will support the association’s work in helping women from Vabukori Village and surrounding communities learn skills in sewing, knitting, gardening, floriculture and design to help improve their livelihoods and standards of living.

Another PGK766,000 (USD180,000) was donated to the Komo Flexible Open and Distance Education Pilot Project at Komo Secondary School. The pilot project was delivered by the Kokoda Track Foundation and PNG LNG to Grade 12 students after the Hela Department of Education indicated a need for support in the province. In 2026, the pilot project will be expanded to include students from Grade 9 and will help teachers upgrade their qualifications to meet the Department’s minimum standards.

During 2025, PNG LNG donated PGK766,000 (USD180,000) to the Santos Foundation for the Accident and Emergency Department of Tari Hospital. This support covers provision of new medical equipment, engaging a Biomedical Technician to provide staff training, and operational and administrative costs. Youth with a Mission (YWAM) Medical Ships is a non-profit organisation that provides medical services to the

rural and remote communities in the Western Province, operating primarily with the vessel *MV YWAM PNG*. PNG LNG supported YWAM Medical Ships with a donation of PGK306,750 (USD72,086) during the year. This supports a collaborative effort with the Western Provincial Health Authority, the National Prevention of Blindness Committee and other key stakeholders to deliver medical services that will reduce preventative blindness, maternal mortality, and the mortality rate of children under five years of age. It is also intended to help increase life expectancy, improve literacy rates and engage youth in the development of their communities and nation.



EMPNG representatives welcome the arrival of vessel *MV YWAM PNG*

5.1.3 National programs

In 2025, two malaria microscopy training workshops were held with PGK574,500 (USD135,000) funding provided by PNG LNG to the National Malaria and Vector Borne Diseases Control Program. The workshops aimed to equip rural technicians with the skills and advanced diagnostic tools they need to address the malaria risk in Papua New Guinea. A total 24 district-based rural laboratory technicians, representing 13 provinces, participated in the training. In addition to enhanced diagnostic skills, each training participant received a state-of-the-art microscope for use in their laboratories.

PNG LNG continued to support Buk bilong Pikinini’s Literacy Week activities, teacher training and other educational programs conducted during the year with a donation of PGK287,250 (USD67,500). Buk bilong Pikinini has supported the educational needs of Papua New Guinean children through its libraries and programs since it was established in 2007.



Buk bilong Pikinini’s teacher training participants

Since 2011, PNG LNG has donated more than PGK2.34 million (USD549,900) to Buk bilong Pikinini for educational toys, the Buk bilong Pikinini digital app launch, teacher training and volunteer support for Literacy Week activities.

During 2025, PNG LNG donated PGK419,000 (USD98,465) to the Port Moresby Nature Park for its current programs and new Education Zone, which opened in December.

Refer to [Case Study: Investing in conservation education](#) for more information. Since 2014, PNG LNG has invested some PGK3.8 million (USD893,000) in the Port Moresby Nature Park to support their conservation efforts and educational programs. Almost 30,000 students participated in educational excursions at the park during the year.

PNG LNG has funded a Baylor College of Medicine program since 2013 for a paediatrician and doctor to help build the capacity of the University of Papua New Guinea and Port Moresby General Hospital. This support has delivered paediatric child health programs, public health education and obstetrics/gynaecology support at the University of Papua New Guinea, and clinical support at Port Moresby General Hospital. In 2025, PNG LNG continued to support the program with a donation of almost PGK320,000 (USD75,200).

Two Papua New Guinean women were selected to participate in the 2025 Global Women in Management program in Washington DC, United States, during September, Jessica Taksir, from New Ireland Province and Kim Papaso from Eastern Highlands Province.

Jessica founded F.I.G Tree Consultancy, to equip Papua New Guinean citizens, especially those in remote communities, with financial literacy skills. Kim is President of the Eastern Highlands Sista Helivim Sista Association Incorporated, which aims to elevate poverty, create employment and empower women financially.

The Global Women in Management program, which is facilitated by the ExxonMobil Foundation, has helped to build the leadership capabilities of 70 Papua New Guinean women since the program was first introduced.



Global Women in Management program (front row from left) Jessica Taksi and Kim Papaso with Advancing PNG: Women Leaders Network Incorporated representatives (back row from left) Sarah Kende, Carol Cholai, Cathy Alex, and Lisa-Marie Wia

For the third consecutive year, EMPNG held the Power Play Awards Papua New Guinea. The Power Play Awards Papua New Guinea was launched in 2023 by EMPNG and the PNG LNG Project to recognise its valued external partners, and highlight the accomplishments of exceptional women, and the men who uphold the importance of supporting and empowering others in the workplace, across Papua New Guinea's LNG industry.

Power Play Awards is a global program developed by ExxonMobil women to bring together other women from across the LNG industry to network, collaborate, and do business.

Four exceptional women were honoured in 2025 under the four award categories:

- The Rising Star – Cinderella Tira, Board Operator, Santos Limited
- The Pioneer – Jean Martin, Head of Santos Foundation PNG
- The Ambassador – Marilyn Gairo, Senior Social Consultant/ Team Leader, Tetra Tech Coffey Pty Ltd
- The Low Carbon Accelerator – Primas Kapi, Lake Kutubu Wildlife Management Area Enhancement Program Coordinator, Prikap Investment Limited

The Best of the Best category winners were selected from 15 finalists for their outstanding contributions to Papua New Guinea's LNG and decarbonisation industries.

Cinderella Tira was also selected as a finalist for the Global Power Play Awards, which were held at the GASTECH Conference in Italy in September. This is the third Power Play Awards Papua New Guinea recipient to be selected as a finalist in the Global Power Play Awards.



EMPNG Chairman and Managing Director, Dinesh Sivasamboo (centre) with 2025 Papua New Guinea Power Play Awards Best of the Best category winners (from left): Primas Kapi, Jean Martin, Cinderella Tira and Marilyn Gairo

Thirteen higher education students and 38 vocational education students completed their studies in 2025 after receiving the PNG LNG In-Country Scholarships for Higher Education in Papua New Guinea, which is provided by the Business and Professional Women's Association and funded by PNG LNG. During the year, 41 scholarship recipients received a tour of the LNG Plant where they learned about PNG LNG operations.



PNG LNG In-Country Scholarship recipients tour the LNG Plant



PNG LNG In-Country Scholarship recipients' network with EMPNG personnel



The team of EMPNG volunteers outside Bogi Mission Station Hall

5.2 Volunteering

More than 260 EMPNG personnel donated some 715 volunteer hours during the year.

EMPNG volunteers built, painted and donated custom shelves and benches to Porebada Health Post for medicine storage and outpatient seating. Volunteers also repainted the Bogi Mission Station Hall, which houses a public address system donated by EMPNG to the Lea Lea community.

In June, a team of 30 EMPNG volunteers conducted landscaping at Boera Primary School as part of World Environment Day activities.

The volunteers also delivered awareness-raising sessions with students about plastic control and pollution in accordance with the Day's theme of 'Beating Plastic Pollution'.



EMPNG LNG Plant Asset Manager, Brent Decker, with students landscaping Boera Primary School on World Environment Day



EMPNG LNG Plant Asset Manager, Brent Decker, with Boera Primary School students on World Environment Day

More than 25 EMPNG volunteers were among 187 teams that participated in the 15th annual Sir Anthony Siaguru Walk Against Corruption at Port Moresby in June. The walk was hosted by Transparency International PNG and aimed to raise awareness about corruption. The theme for the walk was 'Integrity and Action Now!'.



EMPNG volunteers participate in the 15th annual Sir Anthony Siaguru Walk Against Corruption

In October, 20 EMPNG volunteers joined community members in planting more than 200 mangrove seedlings at Papa Village in collaboration with TotalEnergies EP PNG Limited. EMPNG volunteers also participated in mangrove plantings along the coastline of Caution Bay and Boera Village during the year.



EMPNG Community Affairs Officer, Tyler Tau, planting a mangrove seedling at Papa Village

2025 PERFORMANCE HIGHLIGHTS

COMMUNITY

PGK22.9 million

of contributions, sponsorships, in-kind support and community projects in 2025

30,000 students

participated in educational excursions at the Port Moresby Nature Park during 2025

260+ volunteers

spent over 715 hours in 2025 on volunteer activities

24 technicians

from 13 provinces attended malaria microscopy training workshops aimed at enhancing skills and equipping participants with advanced diagnostic tools

100 farmers

sold produce to HGCP Camp caterers during 2025, with 52 markets held during the year generating more than PGK247,140

CASE STUDY

INVESTING IN CONSERVATION EDUCATION

EMPNG has invested in two key initiatives to support conservation education at the Port Moresby Nature Park.

On 3 December, the Port Moresby Nature Park officially opened the ExxonMobil PNG LNG Education Zone, a dedicated learning and resource centre for more than 35,000 primary and high school students who participate in the Park’s education programs each year. These programs aim to inspire the next generation of environmental and cultural ambassadors for Papua New Guinea.

This milestone builds on the past decade of EMPNG’s ongoing support to the Park through monetary and equipment donations and a grants program. This support has enabled the Park to transform its landscaping and exhibits, creating a welcoming conservation space for the community and a place for students to learn about Papua New Guinea’s unique biodiversity. EMPNG also recently donated two 25-seater buses to the Park, which will be used to transport students and families so they can experience what the Port Moresby Nature Park has to offer.

The opening of the Education Zone follows EMPNG’s involvement in the Park’s second annual Climate Change Science Fair held in October to celebrate the International Day of Climate Action. The fair theme was ‘Boosting Biodiversity: Small Steps for a Wilder Papua New Guinea’ and it attracted students, educators and environmental advocates to highlight youth-led climate solutions.

Five schools showcased creative approaches to tackling key environmental challenges including managing plastic waste, achieving sustainable farming, improving water filtration, and developing carbon capture technologies. EMPNG’s Biodiversity team also highlighted their ongoing work to preserve Papua New Guinea’s unique biodiversity.



EMPNG employees with students from St. Charles Lwanga Primary School joined the Lea Lea and Huli cultural dance groups for the official opening of the ExxonMobil PNG LNG Education Zone



The team of EMPNG volunteers with Cassie the cassowary at the Port Moresby Nature Park’s 2025 Climate Change Science Fair



EMPNG Managing Director, Dinesh Sivasambo, delivering the keynote address during the opening of the ExxonMobil PNG LNG Education Zone



Students attending a noise monitoring demonstration provided by EMPNG volunteers at the Port Moresby Nature Park’s 2025 Climate Change Science Fair



The new Education Zone classroom



EMPNG’s booth at the Port Moresby Nature Park’s 2025 Climate Change Science Fair



PART B



ENVIRONMENT

PNG LNG'S three Environmental Management Plans and Biodiversity Strategy aim to mitigate environmental impacts and preserve Papua New Guinea's unique biodiversity.

The Environmental Management Plans outline how PNG LNG manages air, noise, water and waste impacts; preserves cultural heritage; addresses invasive plant and pest species; controls access to sensitive areas; and reinstates native vegetation.

The Biodiversity Strategy explains how potential biodiversity impacts will be assessed and managed in the long term. The Strategy also describes how PNG LNG will offset residual impacts from the project footprint with equivalent biodiversity gains.

6



To help preserve the unique biodiversity values of Papua New Guinea, EMPNG works with relevant stakeholders to deliver on the objectives outlined in the Biodiversity Strategy.

There are two components in the Biodiversity Strategy: a Biodiversity Offset Program, and a Biodiversity Implementation and Monitoring Program. To help verify achievement of the strategy’s objectives, four Programmed Monitoring Activities (PMAs) form part of the monitoring program:

- PMA1 – Remote Sensing of Broadscale Land Cover
- PMA2 – Condition Surveys of Focal Habitats and Significant Ecological Features
- PMA3 – Biodiversity Surveys
- PMA4 – Efficacy of Biodiversity Offsets.

6.1 Biodiversity Offset Program

The Biodiversity Offset Program consists of five components that outline how biodiversity activities are conducted, as shown in Figure 6.1.

Components 1, 2 and 3 are foundational and recognise that consistent conservation outcomes can only be achieved through capacity building at national and regional levels. Collectively, these foundation components are called ‘enabling activities’. Building on this foundation are Components 4 and 5 of the program. These components focus on enhancing the protection of existing conservation areas or establishing new protected areas, which is intended to achieve ‘conservation outcomes on the ground’.

Enabling activities

Component 1 of enabling activities was finalised in 2017 when the *Protected Area Planning for the Kikori River Basin* report, developed in collaboration with the Wildlife Conservation Society, was published.

Component 2 of the PNG LNG Biodiversity Offset Program is intended to support the Papua New Guinean Government’s National Biodiversity Strategy and Action Plan. EMPNG is undertaking ongoing stakeholder engagements to verify that annual program activities are completed and remain in alignment with objectives of the government’s strategy and action plan. In 2025, these engagements included a meeting with the University of Papua New Guinea to discuss capacity building for Community Conservation Area Management committees and rangers.

Other engagements included a meeting with the Oceania Rangers Supporters Association and International Ranger Federation to discuss the inclusion of community-based organisations representing Community Conservation Areas in Kikori, Lake Kutubu, and Hides to become affiliated members of the Oceania Rangers Supporters Association. The association donated two boxes of uniforms for conservation champions in these regions.

EMPNG continues to engage with the World Wildlife Fund Incorporated regarding community conservation work in the Upstream area. The company also participated in workshops on conservation activities for the Green Growth Initiative and Blue Carbon Policy Roadmap with the Climate Change Development Authority, and the Food and Agriculture Organisation United Nations Global Environment Facility forest conservation project in Gulf Province.

Figure 6.1 – Biodiversity Offset Program components

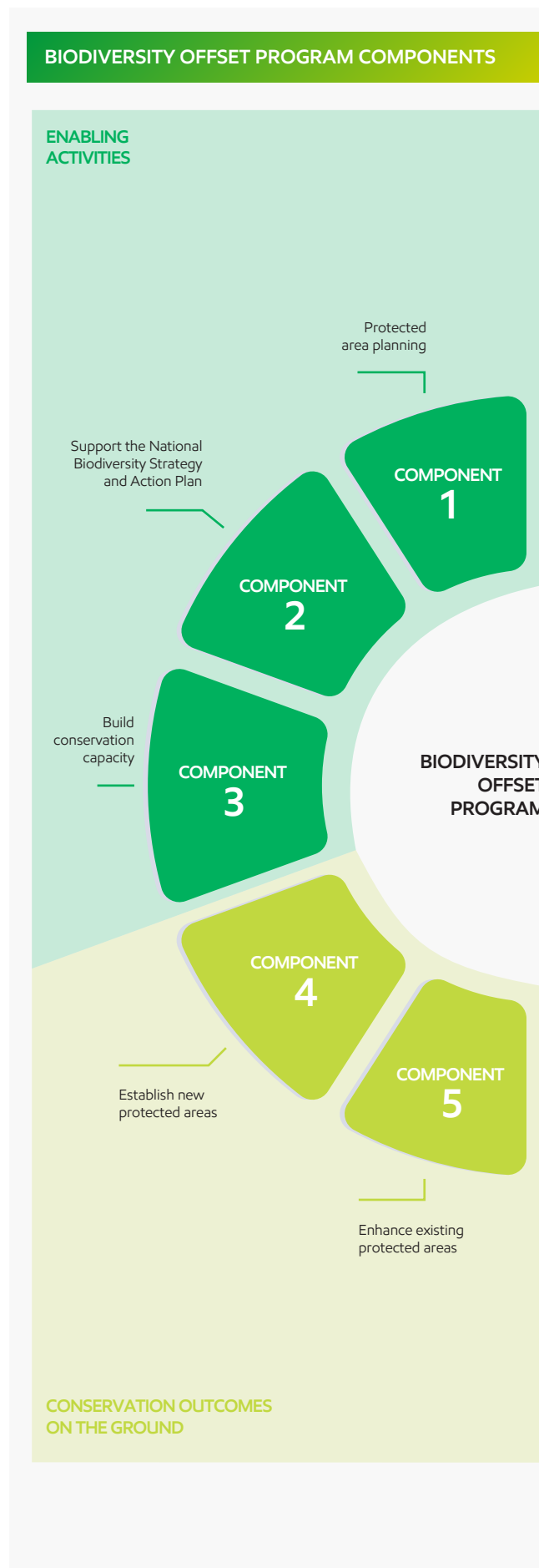




Photo by Biatas Bito

University of Papua New Guinea Head of Natural and Physical Science, Professor Simon Saulei, receives copies of the *Identification Guide for flora and fauna of Upstream and PMA3 2017* report from EMPNG Biodiversity Senior Advisors, Banak Gamui and Biatas Bito, during a meeting regarding capacity building programs

Through these engagements, EMPNG is helping Papua New Guinea to build local conservation capabilities as the nation shapes its conservation policies.

Together with the New Guinea Binatang Research Centre, EMPNG continues to build the conservation capacity of community members and professional conservationists in Papua New Guinea through the Enhancing Conservation Capacity Program under Component 3 of the Biodiversity Offset Program. This involves training university students at Master’s and PhD levels, as well as providing short training courses for early career biologists and community conservation practitioners.

Through the New Guinea Binatang Research Centre’s partnership with the University of South Bohemia and the Biology Center of the Czech Academy of Sciences in the Czech Republic, EMPNG provides support for Papua New Guinean university students to complete international PhD studies. Two current PhD students, Kari Iamba and Gibson Aubona, published chapters from their theses in 2025 as part of their program requirements. They are both on track to complete PhD studies in the Czech Republic and graduate in 2026.

With funding support from EMPNG, the New Guinea Binatang Research Centre completed the 2025 ranger training course for 21 community conservation practitioners in Papua New Guinea. Nine of the course participants were from the Kikori region and one was from Lake Kutubu.



Photo by New Guinea Binatang Research Centre

Ranger training course participants learn about an existing protected area during a field trip hosted by community leaders from the Balek Wildlife Sanctuary



Photo by New Guinea Binatang Research Centre

Graduates of the 2025 ranger training course

All participants were involved in field trips and learned about rainforest ecology, rainforest monitoring, landscape mapping using GPS and GIS, conservation process, and community awareness and social inclusion.



Photo by New Guinea Binatang Research Centre

A ranger training course participant from Kunua Conservation Network presents her team’s inclusive community project

Conservation outcomes on the ground

Component 4 involves EMPNG working with the Lake Kutubu Wildlife Management Area (WMA) Committee to enhance the management effectiveness of the Lake Kutubu WMA.



EMPNG Senior Biodiversity Advisor, Biatas Bito (right), explaining the buffer zones to the Yo’obo clansmen



Community Engagement with Kei Point Villagers

During 2025, the Conservation and Environment Protection Authority (CEPA) and the Lake Kutubu WMA Committee focused on updating the Lake Kutubu WMA to align with the new *Protected Area Act 2024*, which requires the development of a Lake Kutubu WMA Management Plan.

Since EMPNG had previously been working with the Lake Kutubu WMA Committee on developing a management plan for the enhancement of the WMA, the continuation of resource mapping helped the Committee meet the new regulatory requirements. In 2025, EMPNG’s Biodiversity team conducted extensive engagements with nine communities and more than 500 participants on resource mapping and buffer zones for each community. By the end of the year, six of the nine Lake Kutubu communities had completed resource mapping. EMPNG will continue to support resource mapping for all remaining communities and prepare a consolidated submission for CEPA in 2026.

A significant milestone was achieved for Component 5 during the year when eight clans from the Hides area invited EMPNG to conduct biodiversity engagements in their villages. Four clans from Komo also participated for the first time. As a result, eight engagement sessions were conducted, involving more than 368 participants from these 12 clans.



Leaders from eight clans in the Hides area gather for a biodiversity engagement session at Andira Village in June



Biodiversity Specialist, Rebecca Lovi, facilitating a focused group discussion with the Apeawa and Babai Women’s group

Discussions focused on cultural heritage, protected areas, and the ‘free, prior and informed consent’ process for conservation. Following these engagements, all 12 clans submitted formal letters of interest in conservation, inviting EMPNG to assist with implementing conservation initiatives in accordance with the Protected Area process.

Community-based organisation, Komo Youth for Change, also invited EMPNG to collaborate on its biodiversity program. Security and community-related concerns in the Hides area impacted opportunities for further engagement activities in 2025.

6.2 Biodiversity Implementation and Monitoring Program

As part of the Biodiversity Implementation and Monitoring Program, four PMAs are being implemented:

- PMA1 – Remote Sensing of Broadscale Land Cover uses remote sensing imagery to identify broadscale changes to land cover caused by natural or anthropogenic processes. This includes direct and indirect residual impacts of PNG LNG.
- PMA2 – Condition Surveys of Focal Habitats and Significant Ecological Features. EMPNG conducts field surveys to assess the condition of focal habitats and significant ecological features that were avoided during PNG LNG construction.
- PMA3 – Biodiversity Surveys document trends in flora and fauna species diversity and abundance to determine the intactness of the Upstream area and retention of long-term biodiversity values.
- PMA4 – Efficacy of Biodiversity Offsets. Each Biodiversity Offset Program component is monitored to confirm if Objective 4 of the Biodiversity Strategy, to identify, measure and offset significant residual impacts, is being achieved.



EMPNG Biodiversity Specialist, Isaac Wama, receives a letter of invitation from Stanford, a young clan leader of the Tugaba Paraja clan, at Andira Village in June



Maya Lakala, Maya Bayala, Tuguba Aya, and other sub-clans at Eanda Village following a biodiversity engagement session

PMA1 – Remote Sensing of Broad-scale Land Cover

EMPNG uses remote sensing imagery to identify any broad-scale changes to land cover due to natural or anthropogenic processes, including direct and indirect residual impacts from PNG LNG. Verification of broad-scale monitoring is done through ground-truthing to determine if any changes are directly related to PNG LNG activities.

During 2025, EMPNG reviewed land cover changes that occurred from 2021 to 2024. While most of the observed changes represented residual impacts from PNG LNG, they were contained within the designated PNG LNG buffer zone. Changes detected outside the designated buffer zone were primarily associated with subsistence agricultural activities and rural settlements.

Throughout the monitored area, cumulative forest loss from 2021 to 2024 was approximately 6.1 square kilometres, representing 0.07 percent of the almost 8600 square kilometres of forest cover within the monitoring area.

No broad-scale land cover changes were identified during 2025 monitoring.

PMA2 – Condition Surveys of Focal Habitats and Significant Ecological Features

Twenty sites surveyed in 2024 were re-assessed during 2025 to determine whether there were any changes to focal habitats or ecological features.

The 2025 survey concluded that focal habitats and significant ecological features had been maintained, with notable vegetation growth since the previous survey, which hindered accessibility to some sites.

Considering no impact had been detected from PNG LNG activities in more than 10 years, a recommendation was made by the survey team during 2025 to discontinue monitoring at these 20 sites.

PMA3 – Biodiversity Surveys

Biodiversity surveys provide information on trends in species diversity and abundance in the Upstream area to detect changes that may be associated with the development of PNG LNG infrastructure.

In 2025, a report was completed on the results of the fifth PMA3 Biodiversity Monitoring Survey conducted in 2024. The report found no evidence of PNG LNG impacts on flora and fauna populations in the Upstream area. It also showed that 430 plant species were recorded in the 2024 surveys, with no overall change in species richness detected. Epiphyte diversity was higher near forest edges, indicating edge-favouring patterns of these species.

The 2024 survey documented 34 frog species, of which four species identified were new to science.

A new bird species, the hooded jewel babbler (*Ptilorrhoa urrissia*), was formally described in 2025, with data collected through camera trapping between 2017 and 2024 on the lagifu Ridge on the Agogo Mountain Range near Moro.



Cover of the Results of the Fifth PMA3 Biodiversity Monitoring Survey of the PNG LNG Upstream Project Area report



The hooded jewel-babbler (*Ptilorrhoa urrissia*)

Twenty-seven bat species have been recorded in the study area since 2015, with 18 detected in the 2024 survey. There has been no evidence of changes in bat community composition in the past nine years of monitoring. Ongoing surveys have improved EMPNG's understanding of elevational ranges and enabled taxonomic studies, including the discovery of two potentially new bat species.

Overall, the 2025 report showed no changes in species diversity or composition as a result of PNG LNG infrastructure.

More than 106 vertebrate species have been recorded through extensive camera trapping since 2017. Camera trapping has achieved a near complete census of terrestrial birds and medium to large mammals, including seven International Union for Conservation of Nature-listed species. While several species showed site-specific declines in activity and occupancy, particularly hunting-sensitive threatened mammals, responses to PNG LNG infrastructure varied, with both edge avoidance and edge-favouring patterns observed across species and sites.

During 2025, *Field guide to frogs of the Kikori River basin, Papua New Guinea* was also published. The field guide documents all frog species currently known in the Upstream area.



Cover of the *Field guide to frogs of the Kikori River basin, Papua New Guinea*

PMA4 – Efficacy of Biodiversity Offsets

EMPNG continually monitors all Biodiversity Offset Program components and tracks progress against key performance indicators listed in the Biodiversity Implementation and Monitoring Program, which is published on the PNG LNG website.

www.pnglng.com

PMA4 aims to provide a framework for demonstrating how EMPNG is achieving no net loss of biodiversity in the Upstream area through a combination of qualitative and quantitative assessment methods, including ongoing monitoring and offset implementation.

A 10-year review of the Biodiversity Implementation and Monitoring Program was completed in 2025. The review aimed to assess the actual impacts of PNG LNG on biodiversity values compared to potential impacts predicted in the PNG LNG EIS. It concluded that residual impacts observed over the monitoring period were either less than predicted or consistent with EIS predictions.

This demonstrates that mitigation measures implemented by PNG LNG to reduce residual impacts were effective and, as a result, the offset targets remain unchanged. Refer to [Case Study: Monitoring program 10-year review](#) for further information.

As a result of findings from the review, a recommendation was made to adjust the monitoring frequency from every two years to a five-year interval. This recommendation is still under consideration by EMPNG.

In 2025, EMPNG continued to track well against its Biodiversity Implementation and Monitoring Program key performance indicators.

2025 PERFORMANCE HIGHLIGHTS

BIODIVERSITY

10-year review

of the Biodiversity Implementation and Monitoring Program completed in 2025

1 new species

of bird, a hooded jewel babbler, was formally recognised with a species description published in a peer-reviewed journal assigning it the scientific name *Ptilorrhoea urrissia*

>20 practitioners

in community conservation completed ranger training in 2025

6 communities

completed resource mapping following engagements with nine communities and more than 500 participants

1 new field guide

on frogs of the Kikori River basin was published, documenting all frog species currently known in the Upstream area

CASE STUDY

MONITORING PROGRAM 10-YEAR REVIEW

In 2025, EMPNG completed a 10-year review of the Biodiversity Implementation and Monitoring Program, which assessed monitoring data collected since the start of the production phase.

The PNG LNG Environmental Impact Statement (EIS) initially predicted the significance of PNG LNG’s residual impacts would be moderate, minimal or minor depending on specific biodiversity values, and stated that all unavoidable impacts should be offset through a biodiversity offset program.

The 2025 review concluded that actual impacts ranged from minimal to minor and, in all cases, were equal to or less than what had been predicted in the EIS. EMPNG Biodiversity Supervisor, Anita Mosby said:

“During construction we worked hard to minimise the PNG LNG footprint. A decade later, reviewing the monitoring results against EIS predictions, I feel proud. We identified key biodiversity values, avoided sensitive habitats, and the data shows the forest remains intact. Our early efforts have truly made a difference”.

Key findings of the review were:

- At the focal habitat level, monitoring data indicated that actual impacts ranged from minimal to minor and, in all cases, were equal to or less than what was predicted in the EIS.
- At a landscape level, there was no evidence to indicate PNG LNG had caused broadscale changes to land cover in the Upstream area. Most observed changes in land cover adjacent to, and in the general area surrounding the PNG LNG footprint, were the result of shifting

cultivation practices of local landowners and land users, the construction of houses associated with new gardens, and natural events such as treefalls, landslips and the 2018 earthquake.

- At a species level, there was no evidence to indicate a decline in faunal or floristic diversity or a shift in species composition because of PNG LNG. Instead, a more positive edge effect was observed on certain animal species. Camera trapping showed that increasing distance from forest clearings or roads correlated with a change in activity for certain species with regard to edge avoidance. It also indicated that population estimates were probably stable for most sites.
- Components 1, 2 and 3 (the enablers of the Biodiversity Offset Program) have been met, while Components 4 and 5 (the actual Biodiversity Offset Program) continue to progress.
- Lower and mid-elevation areas have achieved notable success in offset gains and are on track toward meeting EMPNG’s no net loss target in 2035, while progress in the high elevation (montane) area is delayed due to challenges associated with establishing an offset area.

The Biodiversity Implementation and Monitoring Program also helped enhanced the capacity, capability and awareness of national institutions and PNG LNG-affected communities and provided educational and career opportunities for Papua New Guinean citizens.

Additionally, it has enhanced the scientific knowledge of biodiversity in Papua New Guinea, including the description of 16 new animal species. These are all significant benefits beyond the original monitoring objective.



Speckled Dasyure from Hides Ridge; a carnivorous marsupial that is a good indicator of forest intactness



Scars of the 2018 earthquake near Komo – monitoring image taken one year after the earthquake

7



ENVIRONMENT MANAGEMENT

EMPNG remains focused on effective environmental management and maintaining continuous improvement across all worksites.

7.1 Air

Three-yearly stack emissions testing was conducted in 2025 on a representative selection of 22 air emissions sources, such as power generators and compressors. Results from a qualified independent third-party contractor that conducted the sampling showed all sources tested at the LNG Plant and HGCP complied with emissions criteria.

During the year, EMPNG launched a new Corporate Emissions Data and Reporting platform, which is anticipated to go-live in early 2026. This platform delivers a unified enterprise management system, digital solution, and data foundation that enables near real-time greenhouse gas and other air emissions data, while streamlining regulatory reporting and strengthening the consistency, transparency, and traceability of EMPNG’s emission calculations. Training on the new platform was conducted with 13 participants.

PNG LNG facilities generated approximately 2142 kilotonnes of carbon dioxide equivalent emissions in 2025. The primary source of emissions was gas turbine compressors. EMPNG is maintaining zero routine flaring, with a total hydrocarbon flaring volume of approximately 908 million standard cubic feet across the LNG Plant and HGCP in 2025.

Total greenhouse gas emissions and flaring volumes in 2025 were slightly higher than the previous year. This was driven by to two unplanned downtime events at the LNG Plant, which impacted Train 1 in July and Train 2 in November.



Members of EMPNG’s stack emissions testing team with third-party contractors at the LNG Plant maintenance workshop

7.2 Noise

EMPNG maintained zero noise-related incidents or near misses at PNG LNG facilities throughout 2025.

Biannual noise monitoring continues in the Upstream area and LNG Plant site during both daylight and evening hours, in accordance with EMPNG’s Environmental Management Plans. Noise levels have remained within Environment Permit criteria during all monitoring events.

7.3 Water

EMPNG regularly monitors the volume of water extracted from groundwater, seawater, and surface streams for production activities to confirm that it remains within permitted extraction limits.

The company also monitors any discharges to water, and impact to surface water and groundwater quality, to verify conformance with relevant Environmental Management Plan and Environment Permit criteria.

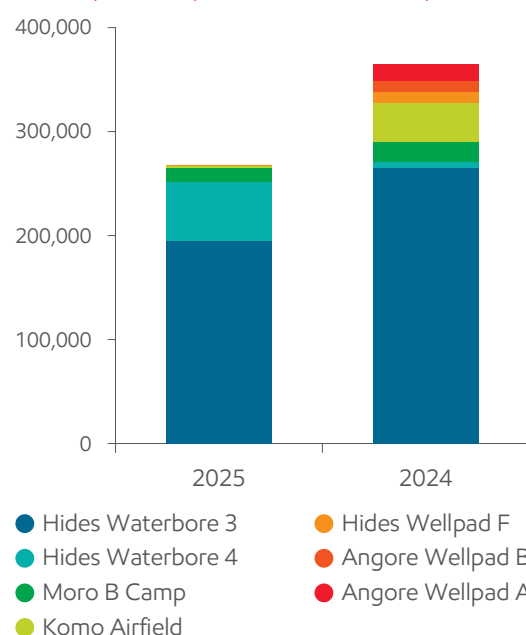
7.3.1 Consumption

Water is extracted and primarily used for operations, drilling, camps, maintenance activities, dust suppression, safety showers and firewater systems. Freshwater from approved groundwater sources and a permitted volume of surface water are extracted in the Upstream area for production activities, while desalinated water is used for LNG Plant operations.

Figure 7.1 shows freshwater volumes taken from each Upstream area groundwater extraction source during 2025.

Figure 7.1 – Groundwater extraction

VOLUME (KILOLITRES) BY EXTRACTION SOURCE (WATERBORE)



Approximately 267,700 kilolitres of groundwater was extracted for use in the Upstream area during the year. This is an overall decrease when compared to 364,945 kilolitres extracted in 2024. The decline was primarily due to groundwater extraction ceasing at the Angore Wellpad A and Angore Wellpad B water bores. It also reflects a return to normal operational water use following several isolated water events in 2024, such as filling the new fire water tank and an underground pipe leak. EMPNG ceased extraction monitoring of the Moro B Camp water bore on 1 October, following handover of the Camp to Santos Limited.

Water extraction from the Hides Wellpad F water bore ceased in April after the completion of drilling activities and removal of the site’s sewage treatment plant and wastewater treatment plant.

Approximately 331 kilolitres of water was extracted from surface streams for pipeline works during 2025, which is a slight decrease compared to 2024, reflecting the decrease in activities in the Upstream area from the fourth quarter of 2025.



EMPNG Safety and OIMS Supervisor, Isaac Maima, conducts aeration at the LNG Plant retention pond

In August, one low-level non-conformance, classified as Severity Level I, was recorded when a third-party contractor extracted approximately 1 kilolitre of water from an unapproved extraction source. This water was taken from Wada River at the PNG LNG pipeline crossing. It was used to commission the hydrovac and mix cement for fencing post support as part of repairs to the pipeline river crossing at Kilometre Point 25. To prevent a recurrence, EMPNG reinforced the company’s requirement for third-party contractors to confirm a water source is a permitted extraction point with the EMPNG Environment team prior to extracting water. Notification to CEPA was not required as the volume extracted was below the notification threshold.

The LNG Plant site extracted approximately 430,125 kilolitres of seawater for the desalination plant in 2025. Extracted seawater was used to generate some 77,200 kilolitres of treated water for production use.

7.3.2 Monitoring

Wastewater retention systems and treatment units are monitored and tested to maintain optimal operational performance and identify if corrective adjustments are needed. Non-conformances are initiated when abnormal but permit-compliant variations are detected, ensuring the systematic tracking and resolution of issues.

Four low-level water quality-related non-conformances, classified as Severity Level I, were recorded during 2025 for abnormal variations of wastewater discharge criteria. These included three variations of ammonia-nitrogen at the HGCP wastewater treatment plant, Hides Wellpad F wastewater treatment plant and LNG Plant site landfill, and one variation of oil and grease at the LNG Plant Camp A wastewater treatment plant.

Both ammonia-nitrogen variations at the HGCP and Hides Wellpad F wastewater treatment plants were caused by increased sludge intake, which impacted the capacity to fully treat the sludge. Corrective adjustments were made to both plants to properly process the higher volumes of sludge.

At the LNG Plant site landfill, the ammonia-nitrogen variation was detected in stormwater being discharged to ground within the Waste Management Area to mitigate potential overflow from continuous rain. The discharge ceased and remaining stormwater was directed to the wastewater treatment plant for processing prior to discharge. Subsequent groundwater and downstream monitoring confirmed no further impact to the environment from any of these non-conformances.



EMPNG Field Environmental Specialist, Firman Aiyele, conducts surface water monitoring at the LNG Plant site mixing pit

The oil and grease variation was due to a faulty grease trap at the LNG Plant Camp A kitchen. The grease trap was repaired and affected wastewater underwent additional treatment prior to discharge.

One low-level non-conformance, also classified as Severity Level I, was recorded during a high rainfall event when stormwater from areas surrounding the Hides Waste Management Facility landfill flowed into the main stormwater pond. A clogged drain caused water from the landfill to divert to the stormwater pond instead of being directed to the leachate collection system. The blockage was immediately cleared and continuous surveillance was conducted on pond volumes and drainage. Extensive testing was undertaken to confirm that no contaminants from the leachate collection system were present in the stormwater pond and receiving stream.

Exceedances in Environment Permit criteria are consistently recorded for three consecutive days for a non-conformance to be raised. Where an exceedance is initially observed but subsequent testing shows a return of levels to within criteria without intervention, a near miss is recorded. In 2025, one near miss occurred in July when slightly elevated pH readings were inconsistently observed at the LNG Plant site mixing pit and retention pond. This inconsistency is indicative of high algae growth in the retention pond. Aeration was conducted to break the algae blooms and more water was introduced to dilute the water, returning the pH readings to levels that were consistently within Environment Permit criteria.

EMPNG continues to monitor groundwater every six months. Monitoring conducted at the LNG Plant in 2025 revealed that groundwater quality either remained within Environment Permit criteria or aligned with naturally occurring fluctuations. All other groundwater wells within the LNG Plant site and around the landfill area remained within Environment Permit criteria during the year.

Results of groundwater monitoring at the HGCP continue to show that levels remain within Environment Permit criteria and are reflective of background levels. Similarly, monitoring at the Hides Waste Management Facility in Kopeanda show that groundwater either remains within Environment Permit criteria or aligns with naturally occurring fluctuations.

The five-year freshwater ecology survey was conducted in December to understand the impact of EMPNG operations on water ecology.



Members of the freshwater ecology survey team: Murithi Sari, Dorothy Kela, Francisca Patipa, Marilyn Yagro and Kendja Somare

Surveys were completed on nine of the ten sites to be surveyed, with the remaining site survey to occur in early 2026. A report on the findings of these surveys will be prepared following the final site survey.



Freshwater ecology survey team member, Marilyn Yagro, monitors Timalia River during a flooding event

7.4 Materials management

Approved Lanco-operated quarries acting under their own environment permits provide the raw materials that are used for EMPNG work scopes in the Upstream area. EMPNG regularly reviews the sourcing of raw materials for production-related activities to support responsible resource use.

In 2025, a total 444 cubic metres of rock, 130 cubic metres of aggregate, 288 cubic metres of gravel, 282 cubic metres of sand and 301 cubic metres of concrete were used for production-related activities. This represents a 98 percent decrease in the use of raw materials compared to 2024, primarily due to successful completion of the earthquake recovery and Angore projects.

7.5 Waste management

EMPNG maintains a firm commitment to continuously improving long-term waste management solutions across all worksites. As part of this commitment, numerous initiatives were implemented during 2025 to: review and enhance waste management practices; promote waste reduction, recycling, and reuse; and engage employees and local communities in waste awareness campaigns.

A milestone was achieved at Hides and Moro where scrap metal recycling was introduced for the first time. More than 1195 tonnes of scrap metal from Hides, along with 170 tonnes from Moro, were successfully recycled through appropriate third-party facilities in Lae.

This initiative reduced scrap metal waste sent to landfill at the Hides Waste Management Facility while supporting local businesses involved in the recycling process.

A green waste diversion initiative also commenced at the Hides Waste Management Facility in 2025. Approximately 55 tonnes of green waste was redirected from landfill to a designated spoil area to promote mulching and support vegetation regrowth, which is helping to conserve landfill space.



EMPNG Business Services Coordinator, Rosebella Baretta, at the Hides Wellpad F lookout, participating in the Hides SpineLine clean-up activity held to commemorate World Biodiversity Day in March

Wastewater from equipment washdown continued to be treated via the Hides Waste Management Facility vetiver grass reed bed system with 43 tonnes of wash water treated using this process in 2025. All wastewater discharged from the system was within Environment Permit discharge criteria.

The medical waste incinerator at the Hides Waste Management Facility was returned to full operation in August following the implementation of corrective actions identified during an audit in 2024. This included extending the exhaust stack height and relocating the incinerator from an enclosed shed to an outdoor area for proper ventilation and adequate dispersion of emissions. It is being used to dispose clinical and biohazardous waste in the Upstream area.

Approximately 46 tonnes of used oil from the HGCP was recycled at an approved third-party facility in Lae during the year.

Overall waste generation in the Upstream area has declined due to reduced drilling activity, resulting in lower drill cutting volumes. Some 1839 tonnes of treated drill cuttings were generated and disposed at the Hides Waste Management Facility landfill until drilling activities ceased in June.

HIGHLIGHT

ISABEL RECOGNISED AS A WASTE MANAGEMENT CHAMPION

EMPNG Environmental Advisor, Isabel Roandi-Eka was recognised in the 2025 Lead Country Manager awards for her exceptional leadership in waste management and for her role in driving major environmental and operational improvements across Papua New Guinea.

Within the past two years, Isabel has managed the approval of 11 Papua New Guinean waste facilities, ensuring compliance and operational integrity. She has also contributed to building sustainable, in-country waste management capabilities in Papua New Guinea.

“I have worked extensively across PNG LNG, from the construction stage to production, and supported all worksites at the LNG Plant and in the Upstream area.

The experience I have gained spans advisory, coordination and field-based roles, allowing me to combine practical site knowledge with regulatory and corporate environmental requirements,” Isabel said.

Graduating with a Bachelor of Science from the University of Papua New Guinea in 2010, Isabel said she enjoyed the opportunities that EMPNG provided her in the field of environmental management and in helping to build the capacity of Papua New Guinean businesses.



EMPNG Environmental Advisor, Isabel Roandi-Eka, at the TWM PNG Limited Roku facility

To further strengthen the capacity of Papua New Guinea’s waste management facilities and reduce the volume of PNG LNG waste exported overseas for treatment and disposal, EMPNG continues to assess local third-party waste management facilities. In 2025, the Environment team assessed five local facilities against the company’s third-party waste facilities assessment criteria, which is required prior to engaging new waste management services. Four of the assessed facilities were approved to provide services to EMPNG, including: scrap metal collection and recycling; plastic bottle collection and shredding; oily rags and filters incineration; and hazardous waste landfill.

The hazardous waste landfill is located at the existing TWM PNG Limited (TWM) Roku facility and is the first of its kind in the country. EMPNG is working closely with the fifth facility to address identified gaps and will re-assess this facility in 2026. Preliminary assessments were also conducted on an additional two facilities still under construction. EMPNG will further assess these facilities once construction is complete. During the year, 19.6 tonnes of stored hazardous waste from the Hides Waste Management Facility, and 0.4 tonnes from the LNG Plant site, were sent for disposal at the newly approved hazardous waste landfill at the TWM Roku facility. An additional 76 tonnes of hazardous waste from the Hides Waste Management Facility and 31.3 tonnes from the LNG Plant site were not suitable for landfill, so were exported overseas for treatment and disposal. Ongoing recycling and reuse initiatives continued at the LNG Plant for waste such as spent batteries, printer toners, scrap metals and other recyclable general waste. During the year, 52 tonnes of scrap metal was collected by an approved third-party facility in Port Moresby for recycling. Some 6.5 tonnes of wood waste, such as timber pallets and empty chemical drums, were returned to local suppliers for reuse.

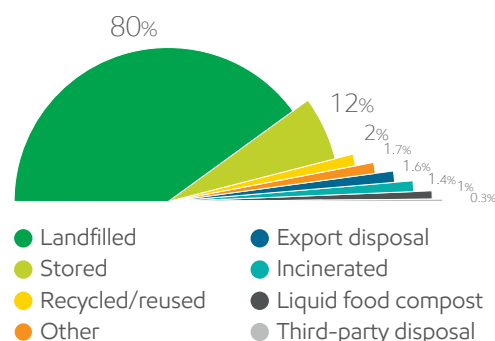
Liquid food composters continue to process food waste, with 1.5 tonnes processed at the HGCP and more than 52 tonnes processed at the LNG Plant site during the year. The decreased yield of the HGCP liquid food composter was due to the unit being offline for a number of months. An additional 11 tonnes of green waste and untreated wood waste from the LNG Plant site were diverted from landfill and placed in the spoil area to encourage vegetation growth. A new compactor was introduced at the LNG Plant Landfill Cell C to improve waste compaction.

EMPNG supported World Environment Day in June by launching a bin reuse initiative that involved installing fabricated handles on 50 empty drums to repurpose them as rubbish bins. The bins were then donated to local schools and communities.

Figure 7.2 shows disposal methods for waste generated during 2025.

Figure 7.2 – Waste disposal

PERCENTAGE BY DISPOSAL METHOD



7.6 Spill prevention and response

EMPNG and its contractors monitor and record spills at all worksites to reduce the risk of a significant spill event.

Procedures are in place so that, if a spill occurs, a rapid and appropriate response is taken to minimise potential environmental impacts. All spills are recorded and monitored by EMPNG. Spills with a volume of more than 1 barrel (or approximately 159 litres) are also registered as an incident and assigned a Severity Level.

Four Severity Level <0 spill incidents were recorded in 2025. These consisted of one wastewater spill and three hydrocarbon spills.

The wastewater spill involved 2.5 kilolitres of water overflowing from the LNG Plant Marine Terminal jetty abluion block, which was caused by a faulty pipe connection. The leak was isolated and the area cleaned using appropriate spill equipment. Most of the water spilled onto the concrete deck, with a minor amount entering the sea. No adverse environmental impacts were identified during an initial assessment and during subsequent regular compliance monitoring.

All three hydrocarbon spills were identified when a loss of pressure in hydraulic power units was observed, indicating a possible hydraulic oil leak. Two of these spills occurred at Angore Wellpad C and involved 650 litres of hydraulic oil at the Angore C1 well and 576 litres at the Angore C2 well. The Angore C1 well spill originated from a leak in the monoethylene glycol flow valve actuator, caused by a faulty seal. The Angore C2 well spill was traced to two leaks; one from the choke valve solenoid and the other from the monoethylene glycol flow valve actuator packing. The solenoid was replaced and the actuators repaired. The remaining hydraulic spill occurred at Hides Wellpad F and involved approximately 338 litres, which leaked from the Hides F2 well choke valve hydraulic manifold plug. The plug’s O-ring was replaced. All three spills were cleaned using absorbent materials, which were appropriately disposed of, along with any removed contaminated soil. Subsequent soil testing indicated no presence of contaminants in any of the areas.

All Severity Level <0 spills were contained within worksite boundaries and all Environment Permit freshwater discharge criteria were met during surface water monitoring at the receiving environment.

In addition to spills, EMPNG and its contractors monitor, record and respond to near misses, which are incidents where chemicals or hydrocarbons are released from primary containment. Examples of near misses include a chemical or hydrocarbon release from a pipe or tank that is intended to store them but are fully contained in secondary containment or on an impermeable surface, so the substances do not penetrate the ground or reach water. Nine near miss spills were recorded in 2025.

EMPNG and its contractors are maintaining regular toolbox talks to share best practices and lessons learned to strengthen awareness and enhance controls aimed at minimising spill and near miss risks. Workers are also given the necessary skills and training to reduce the incidence of spills and respond appropriately if a spill occurs.

Training covers response strategies, methods and practical exercises on the types of spill response equipment and the appropriate application of equipment on land or water.

These sessions are primarily provided to emergency response personnel, engineers, operations and maintenance, safety, and environment teams.

7.7 Reinstatement, erosion and sediment control

A significant milestone was achieved in 2025 with completion of the last two projects required to repair the extensive damage to the pipeline Right of Way (ROW) caused by the 2018 Papua New Guinea earthquake. These projects involved the installation of erosion and sediment control measures and reinstatement works at Kilometre Point 98 and 100 along the pipeline ROW in the Upstream area. Since the earthquake, 4.1 million hours of reinstatement works have been safely completed, including the installation of 8341 micropiles across 76.5 kilometres of the PNG LNG pipeline ROW at high elevations in the remote and rugged Papua New Guinean highlands. Mitigation works associated with pipeline rehabilitation at the Wada River crossing (Kilometre Point 25) were also prioritised as part of EMPNG’s reinstatement program in 2025.

Recovery and reinstatement works conducted at Kilometre Points 25, 98 and 100 involved a combination of micropiling, grouting and berm construction to effectively manage surface water runoff and stabilise slopes.



Celebrating successful completion of all earthquake recovery works along the pipeline ROW at Kilometre Point 100

These activities were complemented by general maintenance, topsoil placement and other measures to allow for natural regrowth to restore site integrity and promote long-term environmental stability. To further support erosion and sediment control, jute mats were installed to minimise topsoil erosion and facilitate natural revegetation of disturbed sites.

Additional sediment control measures included the installation of silt fences, implementation of drainage diversions to reduce silt formation and placement of coir logs to prevent sediment from entering waterways. French drains were also installed in areas where water accumulation posed a risk to structural integrity, helping to prevent water-related issues such as soil erosion and pipeline corrosion.

In addition, the Wada River crossing project required specialised works to be undertaken in the river itself. These included river channelling, micropiling and riprap installation to stabilise riverbanks, as well as the installation of concrete block armouring across Wada River to protect the pipeline and maintain long-term stability.

From August to November assessments were conducted to monitor and support natural vegetation regrowth at the final earthquake recovery worksites.



Jute mesh installation at Kilometre Point 98 on the pipeline ROW



Reinstatement works at Kilometre Point 100

7.8 Ecology

EMPNG has strict workplace rules and procedures in place to preserve sensitive ecological features in and around worksites.



Photo by Norman Tolentino

Brown falcon (*Falco berigora*)

Regular inspections are conducted to avoid and otherwise mitigate identified impacts, determine the significance of any changes to local ecology, and ensure site-specific mitigation and management measures are implemented.



Photo by Norman Tolentino

Sacred kingfisher (*Todiramphus sanctus*)



Photo by Norman Tolentino

Rainbow bee-eater (*Merops orantus*)

The company’s wildlife management policy and Environment Permit conditions are also reinforced through workforce education. For example, all workers are prohibited from activities such as disturbing or harassing wildlife and migratory species habitats, hunting fauna, possessing hunting and fishing equipment, gathering firewood and plants or bush foods, and possessing wildlife products.

In 2025, there were 135 snakes recorded during reptile monitoring at the LNG Plant site.

HIGHLIGHT

CARPET PYTHONS IN PAPUA NEW GUINEA

Fifteen carpet pythons were recorded during reptile monitoring at the LNG Plant site in 2025. Carpet pythons represented 83 percent of all pythons recorded during the year and a third of all non-venomous species.

Carpet pythons are some of the most adaptable and widespread pythons in Australia and parts of New Guinea. These semi-arboreal and largely nocturnal non-venomous snakes are known for their beautiful patterns and impressive size.

Carpet pythons are carnivorous and have a varied diet, including small mammals, birds and occasionally other reptiles. They are powerful constrictors that use their muscular bodies to wrap around and suffocate their prey before swallowing it whole. Carpet pythons are agile climbers and swimmers, making them highly effective predators in various environments.

Morelia spilota variegata, is a subspecies of carpet python that inhabits the forests and savannas of New Guinea (Western New Guinea and Papua New Guinea) and parts of northern Australia. This is the only species of carpet python found outside of Australia. Populations have evolved to fit their specific environment, resulting in various colours and patterns across the different geographic ranges.

The Papua New Guinean population of carpet pythons feature a striking pattern of beige or brown ground colour overlaid with darker blackish or grey blotches and bands. This population is generally smaller than its Australian counterparts, with adults typically averaging 1.2 to 1.8 metres in length, compared to an average adult length of 2.4 metres for other subspecies. They primarily inhabit the southern coastal regions of the Island of New Guinea, including the Port Moresby area of Central Province and southern Western Province.



Photo by Norman Tolentino

Carpet python (*Morelia spilota variegata*) found at the LNG Plant site

Of these, 16 highly venomous snakes, 59 mildly venomous snakes and 45 non-venomous snakes were caught and safely relocated. The remaining 15 were unidentified.

7.9 Invasive species, pests and plant pathogens

EMPNG is committed to ongoing monitoring that aims to minimise the spread of invasive species, pests and plant pathogens. Control measures implemented in accordance with Environmental Management Plans are designed to prevent the entry and establishment of invasive species and plant pathogens within or near production facilities. The company also aims to contain invasive species that were already present prior to PNG LNG construction.

Cane toad management has been effective through preventive safeguards such as sighting, reporting, ground inspections, the removal and destruction of cane toads at all life stages, vehicle and cargo inspections, and workforce awareness training. No cane toads were sighted at the Hides Ridge priority ecosystem during 2025 due to the effectiveness of the washdown facility.

Results from the 2025 weed survey indicated no major changes in the composition and prevalence of weeds from 2024 to 2025. Of 115 weed species recorded, only 15 required control measures. Data from the 2025 weed survey also indicated that the Priority 1 weed, *Piper aduncum*, is still the most widespread species in the lower and mid-elevational zones. However, this species is not a concern in the higher montane region of Hides Ridge.

Ongoing weed control conducted by the Vector Control contractor based on recommendations from monthly inspections by environmental and biodiversity field specialists, as well the contractor's own weekly inspections, have suppressed the establishment and spread of weeds in the Upstream area.

In May, soil sampling was undertaken at Hides Ridge to determine if cinnamon fungus (*Phytophthora cinnamomi*), a water mould (fungus) that causes dieback in plants, was present at the lower sections of the onshore pipeline ROW along Hides Ridge. A detailed laboratory review of samples was conducted in late June and July by *Phytophthora*

cinnamomi expert, Dr Frans Arentz at the local WMW Limited laboratory. Thirty soil samples were also sent to the Land Care Research laboratory in New Zealand for DNA analysis. Only two of these samples, taken from outside Hides Ridge, were confirmed as *Phytophthora cinnamomi*. None of the samples from within the Hides Ridge area detected the fungus.

During the year, EMPNG helped build the capacity of local contractor, WMW Limited, by engaging their services in laboratory analysis and training two of their staff members in laboratory techniques.

As a result of this engagement, WMW Limited was able to set up a new laboratory space with all the equipment, reagents and chemicals required to conduct laboratory procedures under Papua New Guinea's quarantine conditions for *Phytophthora cinnamomi* and other soil microbes.



WMW Limited Laboratory Manager, John Bonny, examines a soil sample for *Phytophthora cinnamomi*

7.10 Regeneration monitoring

The biennial regeneration monitoring survey was conducted during September and October by the New Guinea Binatang Research Centre. The survey team was fully comprised of Papua New Guinean citizens. An analysis of the survey results is expected to be released in 2026.

Ongoing mangrove monitoring at the LNG Plant landfall site confirmed that mangroves were maintaining good regeneration progress throughout the year.



International SOS Vector Control Field Technician, Nohokau Henao, conducts weed spraying along the Hides Spine

7.11 Quarantine management

For all freight imported into Papua New Guinea, EMPNG and its contractors comply with National Agriculture Quarantine and Inspection Authority standards. During 2025, a total 1103 shipments were received, compared to 1384 shipments in 2024. This decrease is due to fewer imported materials required for major maintenance activities in 2025.

Of the shipments received, 47 were inspected, and five required re-fumigation to meet the Authority's standards. EMPNG's Freight Forwarder handled the re-fumigations at the place of origin. Despite a slightly increased number of inspections compared to the previous year, approximately 50 percent less shipments required re-fumigation, which continues the overall downward trend of shipments requiring re-fumigation since the start of production.

A total 20,778 shipments have been received since production began, with 6406 inspected by the National Agriculture Quarantine and Inspection Authority and 901 requiring re-fumigation.

7.12 Cultural heritage

EMPNG is committed to safeguarding cultural heritage and operates in accordance with the PNG LNG Cultural Heritage Management Plan and Chance Finds Protocol, as well as national statutory requirements applicable to cultural heritage protection and reporting.

Cultural heritage considerations continue to guide how EMPNG conducts its business and are included in engagements with communities and the workforce.

Monitoring for cultural and oral traditional sites, and chance finds, was maintained at worksites during 2025. Work crews were also reminded at daily toolbox meetings of their obligation to report any sightings of chance find items or cultural heritage information of potential significance. No chance finds were identified during the year.

As part of Papua New Guinea's 50th Independence Day celebrations, members of the PNG LNG workforce dressed in their traditional cultural attire to showcase the cultural history of the 22 Papua New Guinean provinces.



Members of the PNG LNG workforce in traditional attire representing each of the 22 provinces of Papua New Guinea (absent: Jiwaka Province)

2025 PERFORMANCE HIGHLIGHTS

ENVIRONMENT MANAGEMENT

430,125 kilolitres

of seawater was extracted, which was used to generate some 77,200 kilolitres of treated water

267,700 kilolitres

of groundwater was extracted for use in the Upstream area

1103 shipments

were received in 2025 with 47 of the shipments received inspected and five requiring re-fumigation

6 non-conformances

of Severity Level I recorded in 2025. No Severity Level II or III non-conformances were recorded

4 incidents

of Severity Level <0 were recorded in 2025

10 near misses

recorded during 2025

Environmental non-conformances: are situations that do not meet ESMP requirements and are classified according to three Severity Levels. Severity Level I involves no damage or reasonable expectation of damage progressing through to Severity Level III, typically including observed significant damage or a reasonable expectation of significant damage. Environmental non-conformances recorded in 2025 are described in Sections 7.3.1 and 7.3.2.

Environmental incidents: are classified by Severity Levels of <0, 0, 1, 2, or 3. Severity Level <0 has no significant impact, while Severity Level 2 or 3 require notification to the Lender Group's IESC, or relevant government authority. Environmental incidents recorded during 2025 are presented in Section 7.6 and near misses are described in Sections 7.3.2 and 7.6.



PART C

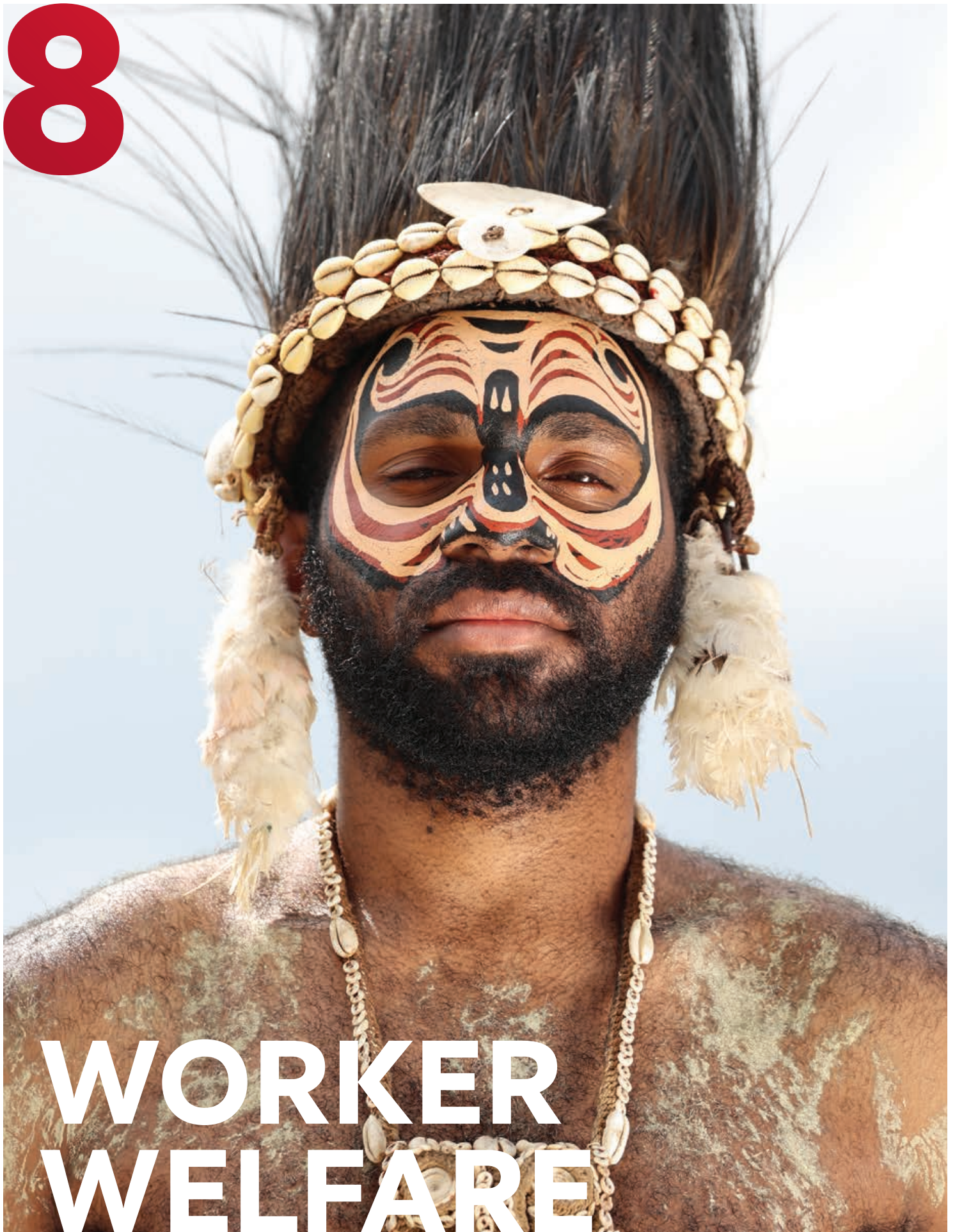


SOCIAL

EMPNG actively engages with stakeholders on initiatives that are intended to return the value derived from LNG production back to local communities.

The company maintains the well-being of its workforce and communities in and around production facilities through the implementation of Social Management Plans that cover health, safety, emergency preparedness, labour and working conditions.

8



WORKER WELFARE

EMPNG actively encourages a safe and healthy workplace with procedures that promote the safety, health and wellbeing of the workforce, and fair and equitable labour practices.

8.1 Safety

EMPNG has been consistently improving safety management, achieving its safest year since production began with zero Lost Time Incidents, and zero Tier 1 or Tier 2 process safety events in 2025.

The Waste Management contractor, TWM, also achieved five years with zero Lost Time Incidents at the LNG Plant.

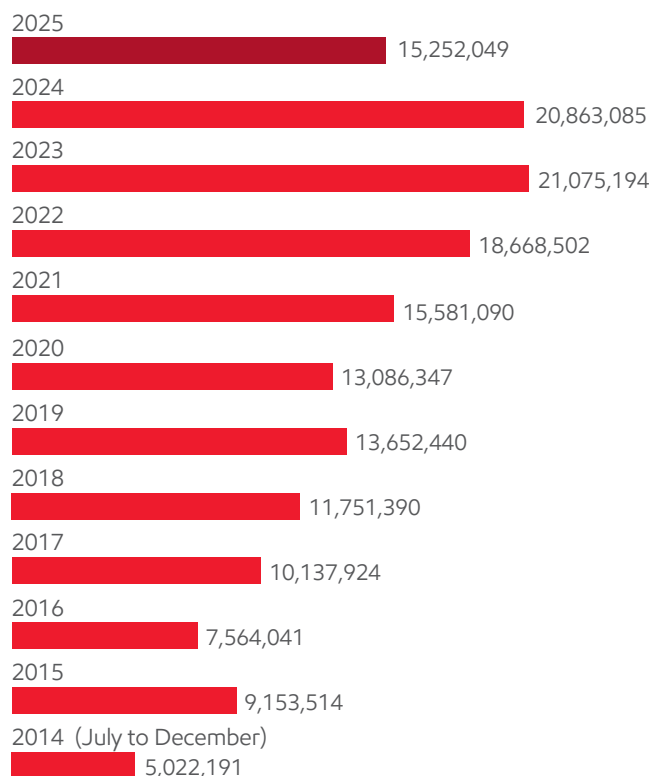


TWM personnel and EMPNG’s Supply Chain team celebrate five years of zero Lost Time Incidents at the LNG Plant

Almost 162 million hours have been worked since the start of production as shown in Figure 8.1. Of these, 15.2 million hours were worked in 2025. This decreased compared to 20.8 million hours worked in 2024 due to the cessation of drilling activities during 2025.

Figure 8.1 – Production work hours

NUMBER REPORTED BY PERIOD FOR THE TOTAL PNG LNG WORKFORCE



In 2025, EMPNG officially launched ExxonMobil’s new corporate Personal Safety Management System (PSMS) across its facilities. For further information refer to [Case Study: Transformational safety initiative goes live.](#)

Core safety programs and processes

OIMS is used to define EMPNG’s core safety programs and processes, while leading and lagging indicators determine the health of safety systems. With the introduction of the PSMS in 2025, EMPNG measures safety success by leadership effectiveness and the strength of safeguards in place to protect the workforce.

PSMS is enabling field leaders to have more time in engaging, developing and growing the safety capacity of the PNG LNG workforce. It helps to ensure both behavioural and physical safeguards are effective with the intent to eliminate any potential life altering injury or fatality.

Prior to the implementation of the PSMS, leading indicators such as Observations and Interactions, Near Miss Reports, and Hazard Identifications were used to measure the effectiveness of EMPNG’s safety programs. Reporting against these indicators ceased in March and was replaced with new leading indicators aligned with the PSMS, like verification and validation of safeguards and targeted learning observations. These new leading indicators enable field leaders to create feasible target areas to maintain the health of safeguards and grow safety capacity.

Lagging indicators record actual incidents, consequences and overall safety performance. These include the Lost Time Incident Rate, Total Recordable Incident Rate and the number of Tier 1 and Tier 2 process safety events as defined by Ipicca Limited, the global oil and gas industry association.

A Lost Time Incident Rate of 0.00 was recorded in 2025, which remains the same as 2024. The Total Recordable Incident Rate was an improvement from 0.03 in 2024 to 0.01 in 2025.

EMPNG remains focused on managing the highest risks and critical safeguards. The application of safety tools and systems to identify risks, and capture and share lessons learned, matured in 2025 with the launch of PSMS across all worksites.

PSMS training continued with more than 750 field supervisors trained in the system and more than 160 senior leadership members completing leadership reset training in 2025. PSMS coaching of trained field leaders commenced during the year, with more than 3150 coaching engagements conducted.

By the end of 2025, almost 350 of EMPNG’s office-based workforce were registered with the office ergonomics program. The program provides 16 skilled ergonomics contacts to support office personnel at the LNG Plant, HCGP and ExxonMobil Haus with establishing and maintaining good ergonomic practices. No ergonomics-related injuries were reported during the year.

The Short Service Worker program is provided to every new field-based worker. As part of safety onboarding, new hires wear a green construction hat and then graduate to a white construction hat once they have achieved six months of field experience. In 2025, 526 new hires completed the program, including 211 from the LNG Plant site and 315 from the Upstream area.

EMPNG continues its monthly safety recognition program to encourage and reward demonstrated safe behaviours and maintain a strong safety culture across all worksites. In 2025, 25 workers from the LNG Plant site and 47 from Upstream area worksites were recognised for demonstrating exemplary safety behaviours.



EMPNG Marine Supervisor, Kingsley Baim, and Wood Group PNG Limited Line Handler Supervisor, Khalid Lavi, with an award that recognises their team's effort in safely redirecting an LNG cargo ship during mooring at the LNG Plant Marine Terminal

8.2 Health

To maintain the health and wellbeing of the workforce, EMPNG continues to provide high quality medical, public health, and industrial hygiene programs across all worksites.

Medical

Approximately 9790 patient consultations were conducted at camp clinics during 2025, with more than 4610 patient visits to the HGCP clinic and some 4180 to the LNG Plant site clinic. Almost 1000 additional patient consultations were conducted at remote worksites during the year. More than 70 percent of clinic visits were for the treatment of medical issues, with the remainder for routine occupational health consultations.

Tuberculosis screening was undertaken across all worksites as part of EMPNG's tuberculosis awareness and prevention program. The tuberculosis screening detected four active cases of tuberculosis in remote sites. All cases were community acquired.

Public health

Malaria remains a focus of workplace health, with workforce awareness sessions conducted during the year. About 30 malaria cases were treated in semi-immune workers. All of these cases were community acquired.

EMPNG's health programs are supported through daily toolbox talks. Almost 800 toolbox talks were delivered on a range of different health and lifestyle topics in 2025. These were attended by more than 28,000 attendees.

Industrial hygiene

EMPNG's industrial hygiene program is designed to protect the workforce through the assessment, control and communication of potential health hazards in the workplace. Naturally Occurring Radioactive Material training and awareness sessions were held during 2025. Management

guidelines were also developed for these materials in collaboration with the Safety, Health and Environment teams. Planned exposure monitoring was completed to keep workers protected during their daily work activities.

Other strategic initiatives

The Culture of Health program continued to provide health-related activities and initiatives for the workforce throughout 2025. During the year, the program included the first cross-site touch rugby match between personnel from the LNG Plant site and ExxonMobil Haus. There was also strong participation by Upstream workers in regular perimeter walks of the HGCP.

The annual Culture of Health week took place in October, with health education talks focused on non-communicable diseases, healthy lifestyle choices and physical well-being. Culture of Health week activities also included education sessions, held in collaboration with the Women In Energy Network, in support of Pinktober's goal to increase awareness, promote early detection, and support those affected by breast cancer.

Lunch-and-learn sessions continue to be held at all worksites to commemorate internationally recognised health days, such as World Mental Health Day, R U OK? Day, World Tuberculosis Day, World Malaria Day, World Diabetes Day, World Cancer Day, and World AIDS Day.



EMPNG personnel Julie Kutan-Kassman, Jennifer Tombel, and Dorcas Aula receive mosquito nets and insect repellent during a World Malaria Day awareness-raising session at ExxonMobil Haus

8.3 Labour and working conditions

Employee resource groups such as the Women in Energy Network, Social Club and Wanwoks Initiative continued to play an important role in helping Papua New Guinean employees engage, interact and develop personally and professionally during 2025. Numerous information sessions, awareness programs and fun events were held across worksites, along with EMPNG's employee and supervisor development forums that were designed to support career development while reinforcing company policies and procedures.

In March, the United Nations International Women's Day theme of 'March Forward: For ALL Women and Girls' was celebrated with a series of presentations and morning teas organised by the Women in Energy Network. Additionally, an 'Accelerate Action' themed breakfast was held by the Business and Professional Women's Club of Port Moresby to commemorate the day.



Celebrating International Women’s Day at ExxonMobil Haus



EMPNG Work Management Coordinator, Julie Urulu; EMPNG Safety and OIMS Specialist, Konio Rea; and Hitolo Igo from Laba International, join the International Women’s Day celebrations at the LNG Plant site



EMPNG personnel Clara Stegman, Dorcas Aula, and Rosalie Kasi, celebrating International Women’s Day

The Women in Energy Network also hosted the second annual Introduce A Girl to Engineering Day, which involved 75 Grade 9 female students from five schools across Port Moresby who spent a day at the LNG Plant site to learn hands-on science experiments and receive mentoring from female EMPNG engineers. The 2025 theme of ‘Design Your Future’ aimed to encourage students to imagine the

possibilities of careers in science, technology, engineering and mathematics. Forty-two EMPNG volunteers participated in the day.



A group of Grade 9 girls lighting up an electrical circuit board during one of three science experiments conducted at the second Introduce a Girl to Engineering Day event in November



Grade 9 students learning how to determine acidity or alkalinity of a solution using pH strips



Grade 9 students at EMPNG’s Introduce a Girl to Engineering Day



Keynote speaker, EMPNG SSHE Manager, Michael Harris with 2025 Pasifika Division Conference for Toastmasters participants Gregory Soweni, Yolande Helberg, Faylin Tiki, and Damaris Wakip

EMPNG was the platinum sponsor of the 2025 Pasifika Division Conference for Toastmasters conducted in Port Moresby in April. The Eda Wanwoks Toastmasters Club was awarded the Presidents Distinguished Award and three individual awards at the conference including the: Best Impromptu Speech, awarded to Yolande Helberg; Toastmaster of the Year, awarded to Jonah Tokiong; and President Distinguished Area Director award, won by Gregory Soweni. In September, a Toastmasters Speech Showcase was held at ExxonMobil Haus to commemorate 50 years of independence for Papua New Guinea.

A new interactive *Inside ExxonMobil* communication and employee engagement platform went live in June. Launched as an Exxon Mobil Corporation-wide platform, it serves as a central hub that connects affiliates with relevant content and updates for employees depending on their interests. Papua New Guinea operations are covered within a localised space known as *Inside PNG*, that includes EMPNG news, events and announcements. The platform is intended to connect personnel across different locations and roles.

EMPNG continues to provide Standards of Business Conduct training to all new employees and contractors as part of the company’s induction process, while periodic refresher training is given to the existing workforce. Training covers topics such as ethics, conflicts of interest, anti-corruption, alcohol and drug use, equal employment opportunity, and workplace harassment. As part of the training, EMPNG’s open door communication procedures are shared to encourage workers to ask questions, voice concerns, escalate issues to senior

management as needed and make appropriate suggestions about the company’s business practices.

As well as this training, EMPNG’s senior management team holds regular engagement sessions where employees can ask questions and raise any concerns directly with the executive team. In addition, the company has an online platform for employees to submit questions or comments.

Performance recognition

More than 20 EMPNG employees were honoured at the eighth annual Lead Country Manager Awards in 2025. This award celebrates teams and individuals who demonstrate exceptional behaviours aligned with EMPNG’s core values of *Em pasin bilong ExxonMobil long PNG*, or ‘The way we work at ExxonMobil in PNG’, across the six categories of: safety, security, respect for the environment, integrity, teamwork and excellence. For further information, refer to [Case Study: Acknowledging outstanding employees](#).

8.4 Emergency preparedness

EMPNG maintains robust emergency management plans and processes, supported by targeted workforce training and regular drills, to ensure responders have the knowledge and capability to effectively respond to and mitigate the impact of any emergency. These response measures prioritise people, environment, assets and reputation, enabling informed decision-making and a clear focus on critical priorities during an incident.

In 2025, EMPNG’s Emergency Response team conducted 94 emergency response drills, incorporating both desktop and practical exercises, including equipment deployment and major event scenarios. Thirty-five drills were conducted at the LNG Plant, 41 in the Upstream area and 18 drills at ExxonMobil Haus.



A boiling liquid expanding vapor explosion desktop drill conducted at the LNG Plant

Oil spill response exercises at the LNG Plant and in the Upstream area involved the deployment of materials and personnel to remote and challenging locations.

For example, in July an oil spill response scenario at the LNG Plant Marine Terminal involved deployment of the Argo Marine Fast Craft as well as boom deployment in Caution Bay.



The Argo Marine Fast Craft being deployed for use in an emergency response drill at the LNG Plant Marine Terminal

In December, an oil spill response drill was conducted in Moro in collaboration with Santos Limited’s Emergency Response team.



EMPNG and Santos Limited personnel working together during an oil spill response exercise in Moro

During the year, four unannounced major hazard scenario drills were conducted across all worksites. These included high-consequence scenarios, such as a boiling liquid expanding vapor explosion and a pipeline loss of containment.

Additional scenarios tested readiness for events such as fires and medical emergencies, site mustering, security lockdowns, confined space rescues, working at heights rescues, natural disasters, infectious disease outbreak and aviation emergencies.

Responses to these drills involved coordination across Operations, Safety, Security, Medical, and Management teams, as well as engagement with government agencies, logistics providers and contractors.

An after-action review was conducted following each drill to identify lessons learned, verify opportunities for improvement and develop action items to continuously enhance emergency response capabilities.

In addition to emergency response drills, 44 members of EMPNG’s Incident Management team completed Incident Command System training at the LNG Plant, HGCP and ExxonMobil Haus during the year.

2025 PERFORMANCE HIGHLIGHTS

WORKER WELFARE

0.01 TRIR

recorded for 2025. TRIR stands for Total Recordable Incident Rate

0.00 LTIR

recorded for 2025. LTIR stands for Lost Time Incident Rate

15.2 million

work hours in 2025

9790 visits

to camp clinics in 2025 with 47% of patient consultations held at the HGCP, 43% at the LNG Plant and 10% at remote worksite clinics

3150+ coaching

engagements conducted in 2025 to train field leaders in ExxonMobil’s new corporate Personal Safety Management System

94 drills

based on desktop and practical exercises, including equipment deployment and major event scenarios

TRIR and LTIR are the frequency rate of incidents within a given period, relative to the number of hours worked in that period by a 200,000 hours constant, representing 100 workers at eight hours per day for 250 days per year. It is a proxy for safety performance with lower rates indicating better safety performance.

CASE STUDY

TRANSFORMATIONAL SAFETY INITIATIVE GOES LIVE

In 2025, EMPNG officially launched the Personal Safety Management System (PSMS), which introduces safety tools and guidance on workforce behaviours that are designed to eliminate life altering injuries and fatalities.

PSMS promotes leadership behaviours that sharpen the focus on higher potential consequence work and engages the workforce in activities that focus on implementing safeguards aimed at preventing serious injuries.

“As a team our most important mission is to implement safeguards so that everyone working at EMPNG feels confident in the strength of those safeguards, which demonstrates care for each other.

We remain committed to a vision of ‘Nobody Gets Hurt’, including care for all, with sharpened focus on eliminating the potential for life-altering injuries and fatalities’.

Greg Downer, PSMS Deployment Lead

During the year, the PSMS Deployment team was recognised with a Lead Country Manager award for outstanding teamwork and collaboration in implementing the safety system across all worksites, including in remote Upstream areas, and across different work functions.

They were acknowledged for exhibiting exceptional commitment and ownership in driving the deployment of PSMS by aligning leadership, engaging frontline workers and influencing field safety capacity to embed PSMS behaviours throughout the workforce.

The team maintained consistent focus, communication and execution discipline. Their collaboration, persistence and results have established EMPNG as a benchmark for effective system deployment and cultural transformation.

HIGHLIGHT

WOOD GROUP PNG LIMITED GETS FIRST PSMS AWARD

EMPNG contractor, Wood Group PNG Limited, has received the inaugural PSMS contractor award with the introduction of the system to all worksites completed in 2025.

Wood Group PNG Limited was recognised for its outstanding commitment to, and implementation of, the new PSMS, truly embracing the spirit and intent of the initiative.



Wood Group PNG Limited representatives, Roydon Aihi (left) and Nicola McCoy (right), receive the inaugural PSMS contractor award from EMPNG, Site Projects Manager, Ben Angeli



The PSMS Deployment team at ExxonMobil Haus

CASE STUDY

ACKNOWLEDGING OUTSTANDING EMPLOYEES

In acknowledgement of their outstanding contributions to EMPNG, the following individuals and teams received Lead Country Manager awards in 2025:

Environment Award

- Isabel Roandi

Safety Award

- Brad Cooper

Excellence Award

- Kazieh Taganny

Security Award

- Mark Ali

Care Award

- Lydia Turia

Teamwork delivering Excellence Award

- PSMS Deployment team (in alphabetical order): Joel Acabado, Steven Andira, Duncan Bolou, Manuel Dorum, Greg Downer, Gideon Elpa, Geua Gau, Nicholas Kassman, Barbara Kipak, Regina Nebare, Annemarie Norrie, Leon Omoa, Alisha Onno, Benjamin Petrus, Joseph Rangan, David Sialis, and Lister Yapiso

Teamwork Award

- Evangelista Apelis.

When asked about her role in the 12-day stakeholder engagements in remote areas during 2025 – for which she received the Teamwork award – EMPNG Biodiversity Advisor, Evangelista Apelis said:

“With over 10-years of meaningful engagements, it was rewarding to witness communities embrace conservation with such genuine interest. Several clan groups within the Kikori River Delta have also expressed their intent to set up protected areas. This reflects an encouraging shift toward community-driven conservation”.

HIGHLIGHT

EVANGELISTA LEADS SUCCESSFUL REMOTE ENGAGEMENTS

EMPNG Biodiversity Advisor, Evangelista Apelis, played a pivotal role in leading a cross-functional EMPNG team for 12 days of stakeholder engagements in remote areas during 2025.

Evangelista and the EMPNG team engaged with some 900 community members across 10 villages and 16 conservation groups in the Kikori River Delta regarding the importance of conservation. These engagements reached previously disengaged communities by building trust and respecting cultural sensitivities.

The team’s successful engagements are helping EMPNG contribute to Papua New Guinea’s national conservation priorities.



EMPNG Biodiversity Advisor, Evangelista Apelis, during an engagement with the Doibo community



Recipients of the 2025 Lead Country Manager Awards

9



EMPNG keeps stakeholders informed about production activities through an ongoing process of inclusive, two-way communication while addressing community issues in a timely manner.

9.1 Community engagement

As part of EMPNG’s commitment to enabling positive, long-term relationships and value for stakeholders, the company regularly engages with communities, all levels of government and civil society organisations to keep them informed about production activities and to address any stakeholder concerns.



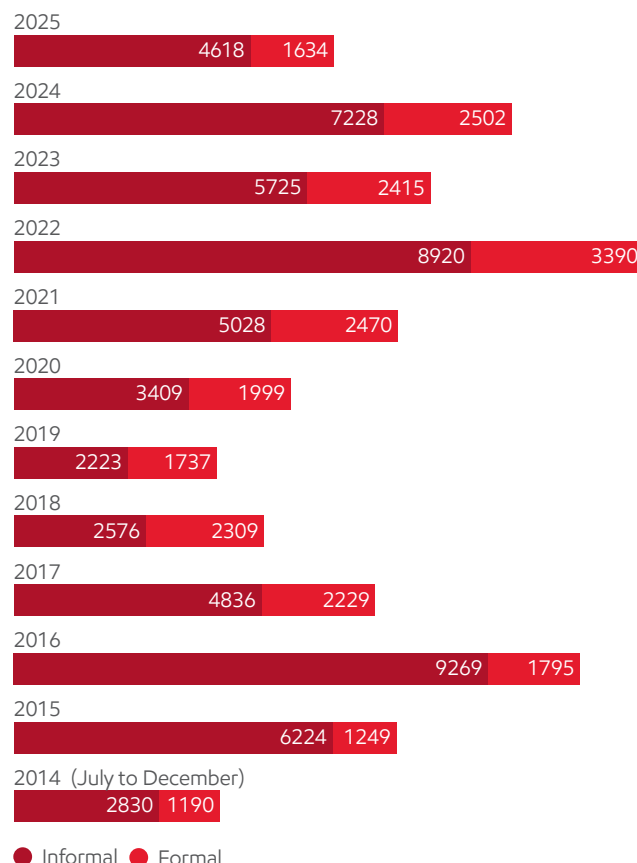
EMPNG Field Land Advisor, John Lewis, conducting engagements with clans responsible for vegetation control, erosion identification and reporting, and the prevention of encroachment along the pipeline ROW

In 2025, more than 6250 stakeholder engagements were held with 38,080 attendees. These included some 4620 informal and 1630 formal engagements. Some 87,800 engagements have been conducted since production began as shown in Figure 9.1. The number of engagements in 2025 decreased by approximately 36 percent compared to 9730 in the previous year due to increased engagements in 2024 regarding an amendment to the Clan Caretaking Agreement. Almost three-quarters of Clan Caretaking Agreement engagements were conducted between September and December 2024, with the remaining engagements held in 2025.

Engagements in the Upstream area and LNG Plant site villages focused on information gathering, communication with communities about EMPNG activities, community requests and issues management. In addition, Upstream area engagements covered issues regarding vandalism along the pipeline ROW. A summary of community engagement activities conducted in 2025, as well as issues and grievances, are shown in Figure 9.2.

Figure 9.1 – Engagements

NUMBER OF ENGAGEMENTS SINCE THE START OF PRODUCTION

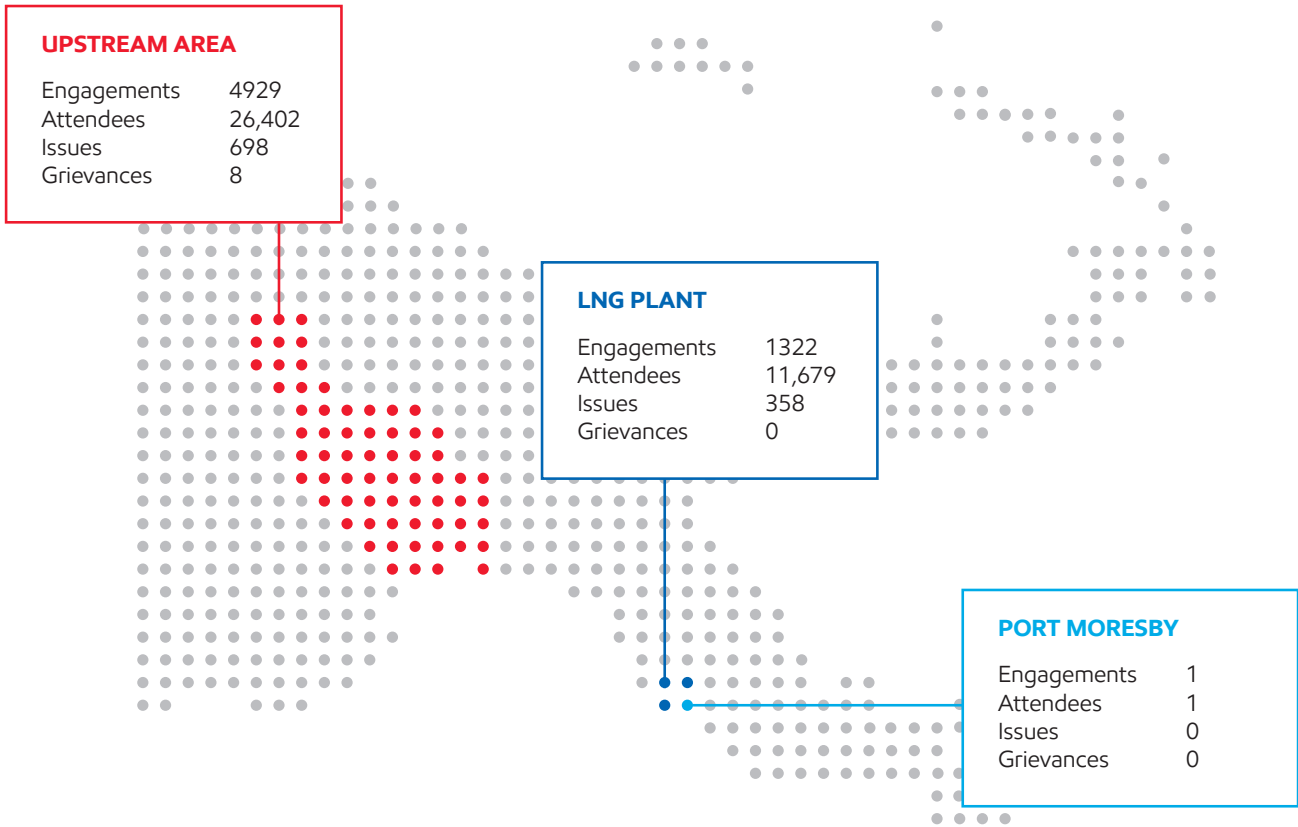


EMPNG Community Affairs Officers engage with Upstream area stakeholders



EMPNG Community Affairs Officer, Douglas Simala, engages with community members regarding vandalism issues along the pipeline ROW

Figure 9.2 – Stakeholder engagement summary



9.2 Community issues identification

The Production ESMP describes a community issue as a PNG LNG-related question, comment, concern, suggestion or observation that is presented to the company. Issues raised that are beyond EMPNG’s control, such as government-related enquiries, are also recorded.

Issues are received, monitored and closed daily, where possible, during regular community liaison and stakeholder engagement activities. More complex issues may remain open for a longer period due to the time required to resolve them.

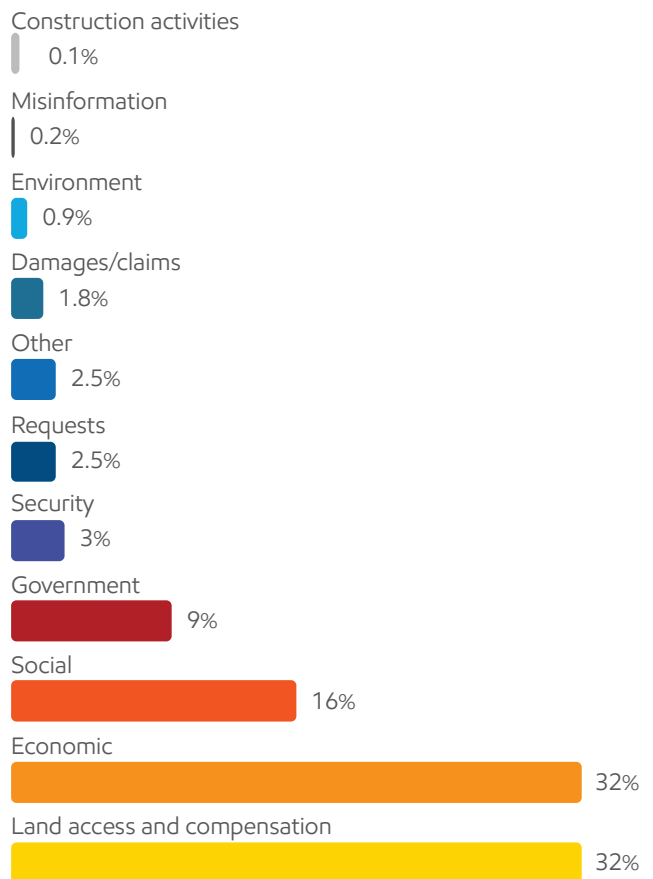
As shown in Figure 9.3, a total 1056 issues were received and categorised in 2025 compared to 1633 recorded in 2024. The decline in 2025 was due to Village Liaison Officers and Community Safety Monitors sharing information and managing community expectations during ongoing engagements.

Most issues recorded in 2025 were economic and regarded employment and business development enquiries following the Angore and Moro B Camp demobilisation. Land access and compensation was the second highest category, with concerns primarily related to clan agent changes and clans following up on annual payment issues.

EMPNG’s Community Affairs team closed 10 of the 12 issues carried over from 2024 during the year and is continuing to monitor the other two. Of all issues recorded in 2025, a total 1018 were closed by the end of the year. EMPNG’s Community Affairs team is working to close the remaining 38 issues in 2026.

Figure 9.3 – Issues

PERCENTAGE RECEIVED BY CATEGORY



9.3 Community grievance management

The Production ESMP defines a grievance as a PNG LNG-related complaint lodged by an individual, group or community that alleges damage, impact, or dissatisfaction specifically resulting from EMPNG’s actions or inaction. To quickly and fairly receive, assess, respond to, and resolve grievances EMPNG has a Grievance Management Process. Eight grievances were registered and categorised, all in the Upstream area, during 2025. This is one fewer than the nine grievances recorded in 2024 due to the Angore camp demobilisation. The number of grievances recorded in 2025 by category is shown in Figure 9.4.

Figure 9.4 – Grievances

NUMBER OF GRIEVANCES BY CATEGORY



Five of the grievances received in 2025 related to damages claims. Three of these involved claims that dogs were accidentally fatally injured by EMPNG vehicles; one related to damage to a split log used at the Lomia-Hulia road culvert; and one concerned a light vehicle payment associated with previous maintenance work. Two grievances were recorded for land access and compensation, with both of these regarding compensation claims.

The remaining grievance involved concern from local communities about possible water contamination claimed to be caused by a landslide at Kilometre Point 41.9 on the pipeline ROW.

By the end of 2025, all eight grievances registered during the year were closed. Another three grievances, that were carried over from 2024, were also closed at the start of the year.

9.4 Government engagement

Ongoing engagement with all levels of government enables PNG LNG to keep government representatives informed about production and company activities.

9.4.1 Infrastructure and government support

Under the Papua New Guinean Government’s tax credit legislation, the PNG LNG co-venture partners fund infrastructure development as pre-paid tax. The PNG LNG infrastructure tax credit program funds new construction across different sectors, including selected power, water, health, education and law and justice related infrastructure, and upgrades to key roadways. The program assists the Government in meeting its obligations under the PNG LNG Umbrella Benefits Sharing and License-Based Benefits

Sharing agreements. Projects undertaken by the Government through this program provide public infrastructure while creating employment opportunities for people from nearby communities and business opportunities to local suppliers.

In 2025, a total of PGK197.3 million (USD 46.4 million) in funding was made available to support multiple infrastructure projects. These included completion of the new Lea Lea footbridge and upgrades to the Motukea – Lea Lea Road as well as the progression of works along the Halimbu – Idauwi, Idauwi – Angore, and Piribu – Angore road sections in Hela Province.



Opening of the new Lea Lea footbridge

PNG LNG funding also enabled the start of detailed design work for planned upgrades to the Bunu Water Treatment facility in Central Province.

In October, PNG LNG along with the Papua New Guinea Prime Minister, the Honourable James Marape, and Hela Governor, the Honourable Philip Undialu, signed a Memorandum of Understanding for the Hides Community Power Project. Through this project, up to 2 megawatts of power will be made available for communities across various PNG LNG license areas once the MRDC-funded transmission and distribution system is completed. An additional 3 megawatts of power will be made available for the Tari township once the Papua New Guinean Government completes installation of high voltage transmission lines. Significant progress was made in 2025 with the first 2 megawatts of gas-fired micro-turbines installed at the HGCP.

9.4.2 Advocacy

In 2025, PNG LNG hosted 41 advocacy workshops that involved 723 representatives from national government agencies, provincial-level governments, co-venture partners, academia and a foreign mission.

Advocacy workshops provide participants with information about PNG LNG operations, community development work, biodiversity programs, national content initiatives, and financial benefits paid to the Papua New Guinean Government and landowners.



Officials from CEPA visiting the LNG Plant site in November



Participants from the Fly River Provincial Government with PNG LNG representatives during an advocacy workshop in July



Advocacy workshop participants from the Papua New Guinea Customs Service at ExxonMobil Haus in November

9.4.3 Benefits assurance delivery

PNG LNG makes Development Levy and royalty payments to the Papua New Guinean Government for distribution to PNG LNG-impacted provincial and local-level governments and landowners in accordance with requirements of the *Oil and Gas Act 1998*.

These funds are deposited by the National Petroleum Authority (formerly the Department of Petroleum and Energy) into trust accounts held with the Bank of Papua New Guinea, which are managed by the Department of Finance. Upon instruction from the National Petroleum Authority, the funds are paid by the State of Papua New Guinea to recognised beneficiaries in accordance with benefit sharing agreements. In 2025, the Papua New Guinean Government continued to finalise Landowner Beneficiary Identification administrative requirements for beneficiary clans in Petroleum Development

Licence 1. This process is expected to be completed in 2026 so that royalty payments can be made to these clans. Distribution of royalty and equity payments for Petroleum Processing Facilities License 2 beneficiaries were completed in November and commenced in December for Petroleum Development License 7.

As required by the *Oil and Gas Act 1998*, PNG LNG paid its 11th annual Development Levy to the Papua New Guinean Government during the year. This Levy is held in trust for distribution to impacted provincial and local-level governments to address their developmental needs.

9.4.4 Revenue management

Papua New Guinea is part of the Extractive Industries Transparency Initiative (EITI), which is a voluntary global standard that encourages open and accountable management of revenues generated from the extractive sector. EITI aims to strengthen government and company systems and processes, inform public debate and enhance trust among stakeholders. It has significantly contributed to improved extractive industry governance in more than 50 countries worldwide. Papua New Guinea has been a member nation since 2013. Exxon Mobil Corporation has continuously served on the EITI International Board since the board’s inception in 2002.

In 2025, the Papua New Guinea EITI multi-stakeholder group appointed a new Executive Director, George Kauli, following a rigorous recruitment process. EMPNG is among 21 members of the multi-stakeholder group, which also includes representatives from government, civil society and the mining and oil and gas industries. Four Papua New Guinea EITI multi-stakeholder group meetings were held during the year.

The Papua New Guinea EITI Secretariat prepared for its third validation in 2025. This validation, which is due to occur in 2026, will help to ensure that all corrective actions and new requirements under the 2023 EITI Standard are fully addressed. Preparations for the 2026 validation are focused on systematic disclosures, expanded subnational outreach and contextualising beneficial ownership reporting.

The Papua New Guinea EITI Secretariat is also working on the Papua New Guinea EITI Commission Bill to formalise and strengthen its organisational framework, ensuring long-term sustainability and providing the mandate needed to implement EITI Standards.

In September, the Papua New Guinea EITI Secretariat published the 2023 Papua New Guinea EITI Report. This is the 11th annual report published by the EITI. The report covers Papua New Guinea’s extractive sector and its contribution to the national economy, along with the fiscal taxation regime and the accountability of revenue received and benefits that flow to the government and impacted communities. It also outlines how these benefits were distributed in 2023.

Work began on the 2024 Papua New Guinea EITI Report during 2025. This report will be published in 2026.

In collaboration with the Papua New Guinea chapter of Transparency International, the Papua New Guinea EITI Secretariat showcased its work-to-date at Transparency International’s Exhibition 2025 in Port Moresby in March. The Secretariat subsequently provided staff and students at the University of Technology in Lae and the University of Papua New Guinea in Port Moresby with an overview of extractive industries in Papua New Guinea and their contributions to the local economy.

The Papua New Guinea EITI Secretariat continues to work closely with stakeholders to help ensure the benefits from Papua New Guinea’s vast natural resources are better understood, more equitably distributed and responsibly managed. Stakeholder engagements were conducted during the year in Goroka, Eastern Highlands Province, Madang Province and Morobe Province in Lae as part of the Subnational Reporting and Awareness Roadshow program. These engagements provided vital information to local governments, landowners and communities.

In November, the Papua New Guinea EITI Secretariat signed a Memorandum of Understanding with the Office of the Auditor-General for effective collaboration among government reporting agencies to help ensure quality data in EITI reports. The memorandum enables the Auditor General’s office to undertake the agreed-upon procedure of testing revenue data provided by government entities for the 2024 Papua New Guinea EITI Report and beyond. The memorandum is a culmination of work conducted with the Japan International Cooperation Agency to improve resource related revenue management.

PNG LNG distributions

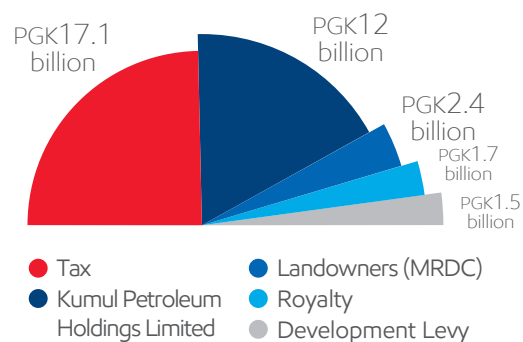
PNG LNG’s operations generate five primary government revenue streams. These include equity distributions paid to Kumul Petroleum Holdings Limited and MRDC, which is based on the amount of equity in PNG LNG held by each (19.4 percent and 2.8 percent respectively).

Tax liabilities, including company tax, are paid to the Internal Revenue Commission. PNG LNG pays a Development Levy and royalties to the National Petroleum Authority for distribution to respective project area provincial and local-level governments and landowner beneficiaries.

A total PGK34.7 billion (USD9.7 billion¹) has been distributed from PNG LNG revenues to the State of Papua New Guinea and its people since the start of PNG LNG production, as shown in Figure 9.5.

Figure 9.5 – PNG LNG distributions^{2,3}

PRODUCTION-TO-DATE GOVERNMENT REVENUE DISTRIBUTED BY RECIPIENT



¹ The exchange rate used for 2025 is PGK4.0 per USD1; 2024 is PGK3.9 per USD1; 2021-2023 is PGK3.5 per USD1, while all years prior to 2021 use the exchange rate of PGK3.4 per USD1.

² Tax provided is an estimate.

³ Development Levy paid annually on 31 January for the amount accumulated in the prior year.

2025 PERFORMANCE HIGHLIGHTS

STAKEHOLDER ENGAGEMENT

PGK34.7 billion

has been distributed from PNG LNG revenues to the State of Papua New Guinea and its people

6250+ sessions

held to engage with communities in 2025 involving over 38,080 stakeholder attendees

723 people

representing national government agencies, provincial-level governments, and co-venture partners participated in 41 EMPNG advocacy workshops held in 2025

PGK197.3 million

of PNG LNG tax payments used by the Papua New Guinean Government to implement public infrastructure projects under the infrastructure tax credit program in 2025

About our images

To celebrate the 50th Papua New Guinea Independence Day, all section images in this report feature PNG LNG personnel dressed in their clan's traditional attire.



Jackson Wamba, EMPNG Operations Advisor, is wearing a traditional costume from the Southern Highlands Province [Cover]

This province is known for its volcanic origin and sweeping alpine views. Near Mendi lies Lake Kutubu, the second largest lake in Papua New Guinea, famous for its endemic fish species and cultural significance to surrounding communities.



Nancy Einoko, EMPNG Recruitment Coordinator and Administrative Assistant, is wearing a traditional costume from the Gulf Province [Page vi]

The Gulf Province is where major rivers, including the Kikori, Turama, Purari, and Vailala, flow into the Papuan Gulf, creating vast wetlands, swamps, and river deltas. This province is dominated by mountains, lowland river deltas, grassland floodplains, and dense forests, making it one of Papua New Guinea's most remote and rugged regions.



Dianne Rose Iavia, EMPNG Risk and Controls Analyst, is wearing a traditional costume from the Central Province [Page 4]

The Central Province surrounds Port Moresby's National Capital District. The Sogeri Plateau provides panoramic views over Port Moresby and is the starting point of the historic Kokoda Track, one of the most iconic trekking routes in the world.



Annie Solie, EMPNG IMS Analyst, is wearing a traditional costume from the Autonomous Region of Bougainville [Page 8]

Geographically, Bougainville and nearby Buka Island belong to the Solomon Islands chain, yet they are politically part of Papua New Guinea. Bougainville occupies 685 kilometres of coastline and 240,000 hectares of shallow reef that is full of marine life.



Mckurai Minig, EMPNG Machinery Engineer, is wearing a traditional costume from the Enga Province [Page 10]

Enga sits more than 2500 metres above sea level, making it the highest province in the country. Unlike other provinces with dozens of languages, Enga is dominated by the Enga language, spoken across all five districts, which is an extremely rare level of linguistic unity in Papua New Guinea.



Joanna Sirias, EMPNG Contractor Engagement Administrator, is wearing a traditional costume from the West Sepik Province [Page 18]

West Sepik is also known as the Sandaun Province. The name Sandaun comes from Tok Pisin for 'sun down', because the province sits on Papua New Guinea's far western edge, where the sun sets over the mainland. West Sepik ranges from sandy beaches to rocky coastlines, swamps, and rugged mountain ranges like the Star Mountains, Torricelli Range, and Bewani Range.



Annmarie Norrie, EMPNG Safety Advisor, is wearing a traditional costume from the Jiwaka Province [Page 22]

Jiwaka officially became its own province on 17 May 2012, after splitting from Western Highlands Province making it one of the youngest provinces in the country. The name 'Jiwaka' is formed from the first two letters of its three major cultural geographic areas: Ji- Jimi (mountain people in the north); Wa- Waghi (the fertile Waghi Valley); and Ka- Kambia (southern mountain communities).



Robert Anton from Hides Gas Development Company Limited, is wearing a traditional costume from the Hela Province [Page 32]

Hela officially became its own province on 17 May 2012, after previously being part of the Southern Highlands Province. The Huli people are dominant in Hela and known for their elaborate human hair wigs, brightly painted faces, and unique cultural ceremonies.



Rosie Kevere from Pacific Rim Catering is wearing a traditional costume from the New Ireland Province [Page 34]

New Ireland is over 360 kilometres long and very narrow (sometimes only 5-30 kilometres wide) giving it a unique banana shaped appearance on the map. While its land area is about 9560 square kilometres, its Exclusive Economic Zone spans 230,000 square kilometres of marine waters.



Rosalie Kasi, EMPNG Land Analyst, is wearing a traditional costume from the National Capital District [Page 42]

The National Capital District is technically not part of any province, even though it's completely surrounded by the Central Province. It covers 240 square kilometres and is essentially the metropolitan area of Port Moresby, making it the smallest provincial equivalent region by land area in Papua New Guinea. As of the 2024 census, the National Capital District has a population of 756,754 people, making it the most densely populated region in the country with more than 3200 people per square kilometre.



Clara Stegman, EMPNG Executive Officer to the Vice President - External Affairs, is wearing a traditional costume from the Chimbu (Simbu) Province [Page 52]

Simbu includes Mount Wilhelm, the tallest mountain in Papua New Guinea at 4509 metres, located along its northeastern border. Nearly 50 percent of the province is mountainous, with deep valleys and fast flowing rivers, making it one of Papua New Guinea's most challenging landscapes. Simbu is home to ceremonial dancers who paint their bodies like skeletons, a tradition believed to have originated as a way to scare off enemy tribes or spirits.



Benjamin Manimbi, EMPNG Business Support Analyst, is wearing a traditional costume from the East Sepik Province [Page 54]

East Sepik is dominated by the Sepik River, one of the world's great river systems. It is also known for massive seasonal flooding; sometimes rising or falling by up to 5 metres throughout the year. The province features towering *haus tambaran* or 'traditional spirit houses' filled with ancestral carvings and cultural symbolism, which is central to ritual life in many East Sepik communities.



Melissa Fairi, EMPNG Media and Events Supervisor, is wearing a traditional costume from the Milne Bay Province [Page 62]

Milne Bay Province has more than 600 islands, with about 160 of them inhabited, making it one of the most island rich regions in Papua New Guinea. The province spans 252,000 square kilometres of ocean, home to some of the most biodiverse coral reefs in the world.



Moses Paak, EMPNG Competency and Training Analyst, is wearing a traditional costume from the East New Britain Province

Rabaul's Simpson Harbour is a flooded caldera formed by ancient volcanic eruptions. Pilots in WWII often described it as one of the most stunning natural harbours on Earth. The Tolai people of East New Britain still use *Tabu* (shell money) in ceremonial exchanges. It's made from small Nassa shells strung onto long, coiled lengths known as Lavalava.



Toxen Yavetave, EMPNG Community Development Support Analyst, is wearing a traditional costume from the Eastern Highlands Province

Eastern Highlands is home to Mount Michael and several other high peaks in Papua New Guinea. Much of the province sits more than 1500 metres above sea level.



Duncan Bolou, EMPNG Lead Transport Coordinator, is wearing a traditional costume from the Madang Province

Madang is known as 'The Pearl of the Pacific' because of its: crystal-clear turquoise waters, coastal scenery and offshore islands. It's often considered one of Papua New Guinea's most visually stunning provinces.



Pamela Barara, EMPNG Supply Chain Analyst, is wearing a traditional costume from the Manus Province

Manus has the smallest land area of all Papua New Guinea provinces but one of the largest maritime zones, with more than 200 islands and atolls spread across the Bismarck Sea. The emerald-green tree snail (*Papustyla pulcherrima*) is only found in Manus.



Hadassah Api, EMPNG Media and Events Analyst, is wearing a traditional costume from the Morobe Province

Lae is Papua New Guinea's second-largest city and a key economic hub. The Lae Tidal Basin and Lae port make Morobe the country's busiest shipping gateway, servicing trade from the Highlands and beyond. Papua New Guinea's University of Technology is located in Lae.



Sabi Baroro, EMPNG Customer Experience Analyst, is wearing a traditional costume from the Oro Province

Oro is home to the Tufi fjords, often called the 'Norway of the Tropics'. These fjords were carved by ancient volcanic eruptions. The Higaturu Oil Palm project began in Oro and helped launch Papua New Guinea's commercial palm oil industry. Oro remains one of the country's major producers today. Oro is also home to the Queen Alexandra's birdwing, the largest butterfly in the world.



Kessie Tadap, EMPNG Communications Advisor, is wearing a traditional costume from the West New Britain Province

West New Britain has dense rainforests, many waterfalls and rich biodiversity. The region is known for the *Bia Bia* fire dance from the Maututu area, which is one of Papua New Guinea's most spectacular cultural performances, featuring: rhythmic chanting; dancers handling fire; and dramatic traditional movements.



Veronica Simon, EMPNG PNGID Access Badge Coordinator, is wearing a traditional costume from the Western Highlands Province

Mount Hagen is the third largest city in Papua New Guinea and a major commercial hub for the Highlands. It's famous for its busy markets, coffee trade and colourful street life. It's also home to the Mount Hagen Cultural Show, one of Papua New Guinea's biggest cultural events.



Radley Gaksy, EMPNG Public and Government Affairs Advisor, is wearing a traditional costume from the Western Province

Western Province is home to the Fly River, one of the longest rivers in Papua New Guinea and one of the largest in the Southern Hemisphere. In the North Fly area, local stories tell of large, mysterious 'forest elephants' seen over decades. Scientists believe these sightings may be feral Asian elephants that escaped from Indonesian logging operations many years ago.

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