

Kosmos Energy

2020-2021 SUSTAINABILITY REPORT



KOSMOS ENERGY

was founded upon the conviction that creating value for all – from our investors to the citizens of our host countries – is the best foundation for a sustainable business.

As a responsible company, we are working hard to supply the energy the world needs today, find and develop cleaner energy to advance the energy transition, and be a force for good in our host countries by creating economic opportunity and driving social development.



ABOUT KOSMOS ENERGY

Kosmos is a full-cycle deepwater independent oil and gas company focused along the Atlantic Margins. Our key assets include production offshore Ghana, Equatorial Guinea and the U.S. Gulf of Mexico, as well as a world-class gas development offshore Mauritania and Senegal. We also pursue a proven basin exploration program in Equatorial Guinea, Ghana and the U.S. Gulf of Mexico.

As a responsible company, we are working to supply the energy the world needs today, find and develop cleaner energy to advance the energy transition, and be a force for good in our host countries.



A MESSAGE FROM CEO ANDY INGLIS

Fellow Stakeholders

As the world deals with the challenges of the pandemic, aided by the innovation behind the development of vaccines, there is no better moment to reflect on a period of time that has showed us the resilience of the human spirit and our capacity to work together for the common good.

While the global pandemic required all of us to change how we live and work, I am proud of how Kosmos met the challenge – maintaining operations and delivering on key business priorities even while many employees worked remotely across countries and continents. Faced with an uncertain public health situation and deep economic volatility, our people continued to perform and enabled Kosmos to prosper.

This is testament to the entrepreneurial culture of our company, the character of our people, and the values we share. These values bind together each element of our approach to sustainability and underpin our environmental, social and governance (ESG) performance. The same values also inform our promise to be a force for good in the places where we work.

This year's Sustainability Report advances the approach we introduced last year and covers our full ESG agenda, including the actions we have taken to mitigate climate-related risks and enhance the resilience of our business. Given the importance of ESG performance, we are pleased that this year's report includes data that has been independently reviewed by our corporate auditor. This is an added step we have taken to further our commitment



to transparency and openness. The report also demonstrates how we are delivering on our ongoing commitment to being both a responsible company and a long-term partner focused on helping our host nations reach their potential.

Working toward a just energy transition

The pandemic has simultaneously highlighted and exacerbated the challenges many countries face in delivering the basic needs of human life – energy, food, shelter, and employment. In terms of energy, the debate has centered on the dual challenge of providing the energy the world needs today to raise living standards while also ensuring the increase in global temperature and the impacts of climate change are minimized. This dilemma is particularly pronounced in Africa where leaders are making it clear that the world must support a “just” energy transition for all. In my view, this is where Kosmos can make its greatest contribution to the world and our host countries.

At Kosmos, we believe every nation must eventually get to net zero, but the starting point should be economic justice and the right of all people to live dignified lives with access to employment and opportunity. Abundant and reliable energy is the foundation of modern living and every developed economy. We see our role as helping our host countries, particularly in Africa, develop their hydrocarbon resources as cleanly as possible so they can use the revenue to invest in infrastructure that raises living standards today while transitioning to renewables and a lower carbon future. Our philosophy, as a progressive and transparent company, is to work closely with our host governments as an equal partner, sharing our innovation and know-how, to help them end energy poverty and build a brighter future.

Demand for energy in Africa is enormous and increasing. From our conversations with African leaders and stakeholders both outside and within our countries of operation, it is clear that securing access to clean, reliable energy is a priority. Roughly 600 million people in sub-Saharan Africa lacked access to electricity in 2018, and about 80% of businesses in that region suffer frequent power cuts, resulting in economic loss. In addition, more than 70% of the continent's population, about 900 million people, lack access to clean cooking.¹

At the same time, Africa's contribution to global CO₂ emissions over the last 250 years is very small – cumulative emissions from more than one billion people living in 48 sub-Saharan countries accounts for less than one percent of global emissions.² In his speech at the United Nations Climate Change Conference (COP26), President Nana Akufo-Addo of Ghana said it would be “wholly unfair” for the world to demand that Africa abandon the exploitation of the hydrocarbon resources “needed to finance development.”

Other leaders also say hydrocarbons, particularly natural gas, have a critical role to play. President Macky Sall of Senegal expressed this point of view in his address to the 76th United Nations General Assembly when he said “[T]he end of financing for the natural gas sector, on the pretext that gas is a fossil fuel, without accounting for the fact that it is an especially clean energy, would seriously undermine our energy transition efforts.”³ Senegal's Minister of Energy later reinforced the President's statement in even stronger terms, noting that an “undifferentiated” energy transition “under the pretext of a rapid transition to clean energy” would have “disastrous socio-economic impacts.”

Every country needs to determine its own route and speed on its journey to a clean energy future. Africa is not the United States or Europe, and the path to net

zero will not be the same. This notion is embedded in the Paris Declaration.⁴ We must work together to achieve a just energy transition; cleaner energy cannot come at the expense of Africa's development goals and aspirations.

Addressing climate change and emissions

Since publishing our original [Climate Risk and Resilience Report](#) and our most recent [Sustainability Report](#) we have made good progress in several areas:

Emissions reduction initiatives

Our business units are fully engaged in identifying emissions reduction opportunities, including working with our partners where we are a non-operator to formulate specific plans of action. In Ghana, for example, we have agreed a plan and budget with the operator to eliminate routine flaring at the Jubilee and TEN fields by 2025.

Climate mitigation and wetlands restoration

Building on our existing partnership with Tierra Foundation, Kosmos launched a new project along the U.S. Gulf Coast that provides paid job training for workers disproportionately impacted by climate change and the energy transition. The project restores wetlands to protect communities from storms, sea level rise and shoreline erosion, as well as improve water quality and wildlife habitats. The impact of Hurricane Ida on this region clearly demonstrates the need to improve resilience to climate change. In addition, the project offers an opportunity to continue research into the commercial viability of blue carbon and explore potential routes to bring this method of carbon sequestration to market.

Emissions measurement training

In 2021, Kosmos partnered with a leading climate consultancy to train more than 10% of our workforce on greenhouse gas emissions accounting. This

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training established baseline knowledge across many business areas of the company, which has in turn fostered accountability and enabled informed decision-making as we look to achieve our target of carbon neutrality in our operated Scope 1 and Scope 2 emissions by 2030 or sooner. Our goal is to make emissions measurement and reduction as core to our business as health and safety.

While Kosmos has made progress on climate change and emissions, the truth is that it's going to take all of us – industry, government, investors, and NGOs – to achieve a just transition to net-zero. It's going to mean retraining workers, helping communities impacted by the physical impacts of climate change, and working to ensure we're transitioning in a responsible manner. I'm confident that with the strength of our low cost, lower carbon portfolio and the clarity of our purpose, Kosmos will play a role in the energy transition for many years to come.

¹ IEA, African Energy Outlook 2019.

² <https://www.energyforgrowth.org/blog/what-happens-to-global-emissions-if-africa-triples-down-on-natural-gas-for-power/>

³ Senegal President Addresses United Nations General Debate, 76th Session, https://youtu.be/AY_gzUsPn0Q

⁴ https://unfccc.int/files/essential_background/convention/application/pdf/english_paris_agreement.pdf

Acting as a force for good

Kosmos has also continued to act as a force for good by supporting our local communities. Two initiatives stand out:

Kosmos Hunger Relief Program

In 2020, we launched the Kosmos Hunger Relief Program to help alleviate food insecurity exacerbated by the COVID-19 pandemic. Driven by employee-generated ideas, the Hunger Relief Program was adapted locally in each country of operation to address the specific challenges facing our communities. I'm proud of the way our employees came together to respond to the distinct needs of their communities

Kosmos Innovation Center (KIC)

Established in 2016, the KIC trains young entrepreneurs outside of the oil and gas sector to turn their ideas into viable, self-sustaining businesses and works alongside promising small businesses to help them reach their full potential. The 2020 and

2021 programs were affected by COVID-19, which disrupted market research and forced training to go virtual. Despite these circumstances, participants and staff demonstrated extraordinary resilience. In Ghana, the program's overall success has attracted several new potential partners who are interested in funding a significant expansion that will enable the KIC to support small businesses and young entrepreneurs in Ghana for many years to come.

Ready for the future

Although we are proud of our accomplishments over the last year, we recognize our work is far from complete. Whether it's through incremental improvements or by fundamentally challenging conventional wisdom, we strive to be better every day. Our areas of current focus include:

Safety

Nothing is more important than the safety of our people. After suffering the tragic death of a third-party subcontractor on a drillship in the Gulf of Mexico in January 2021, we have worked even harder to deliver our goal of an incident- and injury-free workplace. Our "One Team, One Goal" program is very much a part of that effort, as well as full and transparent sharing of the lessons learned from this tragic incident with the rest of the industry.

Equity emissions

We currently use the Greenhouse Gas Protocol's Operational Control approach to calculating and reporting emissions. We will work to calculate and disclose the equity share of emissions from our non-operated assets. This transparency is an important step as we work to further understand the impact our business has on carbon emissions and climate change.

Governance

We already link executive compensation to sustainability goals, but we plan to review these targets to ensure they are sufficiently detailed and ambitious, and we expect to adjust how they are disclosed in our annual Proxy statement. We believe increased transparency in this area will help strengthen executive accountability for achieving sustainability objectives.

This agenda is both exciting and challenging, and will require continued attention, fresh thinking, and frank discussion with our various stakeholders – investors, governments, local communities, business partners, and others. We welcome these conversations and will learn from them.

As we look to the future, we remain committed to delivering on our purpose by staying true to our values of safety, integrity, sustainability, inclusion and responsibility. On behalf of everyone at Kosmos Energy, thank you for your continued support.



ANDREW G. INGLIS

Chairman and Chief Executive Officer

As we look to the future, we remain committed to delivering on our purpose by staying true to our values of safety, integrity, sustainability, inclusion and responsibility.

Our Sustainability Approach

Kosmos Energy was founded with the goal of creating value by engaging with all our stakeholders: investors, employees, host governments, communities, business partners, suppliers, and civil society. Operating in a safe, responsible, and environmentally sound manner is critical to achieving this goal.

Kosmos is dedicated to upholding our Business Principles and acting as a force for good in our host countries.

Our Sustainability Reporting approach is informed by:

- The Sustainability Accounting Standards Board (SASB) Sustainability Disclosure Topics and Accounting Metrics for Oil & Gas Exploration & Production
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- The United Nations (U.N.) Global Compact's Ten Principles
- The U.N. Sustainable Development Goals (SDGs)

Ernst & Young LLP (EY) performed an independent review level attestation for select performance indicators. The list of select performance indicators can be found in the Schedule that is attached to our report found [here](#).

Business Principles

Adopted in 2013, our Business Principles reflect our company's shared values. These Principles define how we conduct our business and the standards to which we hold ourselves accountable. They are communicated widely to employees, directors, and external stakeholders and supported by robust policies, procedures, and management systems.

Our Principles guide our actions across six areas: Responsibilities to Stakeholders, Ethical Conduct, Our Workplaces, the Environment, Kosmos in Society, and Commercial Relationships.

Responsibilities to Stakeholders

Strong and supportive relationships with our stakeholders underpin our business and create value.

Shareholders: We aim to create attractive and competitive returns and manage potential risks to the business while capitalizing on opportunities. Kosmos Energy's Board of Directors focuses on building a successful, long-term future for the company and maintaining excellent corporate governance.

Employees: We aim to provide a stimulating and rewarding work environment through an inclusive and diverse culture that promotes entrepreneurial thinking, facilitates teamwork, and embraces ethical behavior.

Host Governments: We seek to collaborate with host governments and contribute to national development, creating a shared agenda with host countries and their populations based on mutual trust and respect. We accomplish this by engaging with host governments at all levels to align national priorities and industry needs. Kosmos aims to become a partner of choice in our countries of operation.

Communities: We believe in engaging local communities in a manner that creates economic opportunity and social progress and respects human rights. Investing in community relationships during development projects and production operations is a key part of our approach. Our Stakeholder Engagement and Community Development Policy explains the standards to which we hold ourselves accountable when interacting with communities.

Business Partners and Suppliers: We allocate contracts through a fair and transparent process and adhere to our Business Principles in our operations. We aim to work with suppliers that share our standards of business ethics, compliance and human rights. Additionally, we aim to foster sustainable economic development by sourcing goods and services from vendors in our host countries wherever possible.

Civil Society: We engage with and consult civil society, recognizing the role civil society plays in holding governments and companies accountable. We welcome meaningful dialogue with civil society about the challenges inherent in exploring for and producing oil and gas. We seek nongovernmental organizations (NGOs) as valued partners in our social investment programs. Our relationships with civil society in the countries where we work create mutual value and are central to our success. Listening to the views of others is essential to how we operate, even if those views are critical of our business.

Since 2013, Kosmos has been a formal supporter of the U.N. Global Compact, a voluntary initiative for businesses committed to aligning their operations and strategies with universal principles in the areas of human rights, labor, environment, and anti-corruption, and to taking actions that advance societal goals.

Ethical Conduct

We aim to foster a culture based on integrity, professionalism, respect, fairness and legal and ethical compliance. We will take responsibility and be accountable for our actions.

We have zero tolerance of corruption and have, and will maintain, a robust compliance program. We are politically neutral and will not provide funding for candidates, political parties, or partisan entities.

We are a known industry leader in transparency and a strong advocate for this in our dealings with host governments, including through our support for the Extractive Industries Transparency Initiative (EITI) and by publishing where possible our contracts and payments to governments.

It is the responsibility of every employee to uphold the company's stated values and standards through their conduct and to report any concerns they may have if the conduct of others has fallen short of these standards. No one will be penalized for making such reports in good faith, either through their manager or the Kosmos Whistleblower Hotline.

We are committed to investing in the development of our employees.

Our Workplaces

Kosmos aims to be a world-class company known for delivering results and being a workplace of choice. We seek to provide employees with careers that are professionally challenging and personally rewarding.

We expect managers to show leadership and provide clear direction to their teams, including in ensuring adherence to the Business Principles and Code of Conduct.

We have a fundamental commitment to the health and safety of our employees and those who work with us. Our goal is an incident- and injury-free workplace.

Recruitment and advancement in Kosmos are based on merit. We will not tolerate unfair discrimination, including on the grounds of race, color, gender, age, sexual orientation, gender identity and expression, creed, religion, national origin, genetic information, disability, veteran status, experiences or any other protected status. We seek to promote diversity in our workforce both because it is the right thing to do and because it gives us access to the widest range of talents.

We are committed to investing in the development of our employees. We seek to employ qualified individuals from the countries in which we operate and are proud to employ 100% local employees in our current countries of operation, including all of our country managers.

Our offices are places where people are expected to work co-operatively and where everyone should feel respected and free to contribute their ideas. We will not tolerate harassment or intimidation. We recognize fundamental labor rights, including the right to freedom of association. We will not permit child, forced, or bonded labor at our operations or amongst our suppliers. We require our contractors to adhere to international labor standards and local laws, and to pay their employees enough to meet their basic needs in the context of their local labor market.



Construction on the cross-border Greater Tortue Ahmeyim project is well underway at the Port of Dakar.

The Environment

We respect the environment and will seek to prevent adverse impacts by adhering to best practices in environmental stewardship and reporting. The work of our industry can and should go hand in hand with environmental protection and transparent operations.

We plan for an effective and timely response to potential emergencies that could impact personnel, the environment, local communities, or our assets. Training, exercises, and drills are conducted regularly with both internal and external stakeholders to continuously improve our response readiness.

We endeavor to use resources efficiently and responsibly, including through the application of appropriate technical solutions and regular monitoring. We are committed to reducing emissions and waste. We recognize the importance of protecting and conserving biodiversity and restoring sites where we previously operated.



We are committed to managing our response to climate change. Our [Climate Risk and Resilience Report](#) lays out in full our assessment of how we believe climate change affects our business and our aim for Kosmos to achieve neutrality in our operated Scope 1 and Scope 2 emissions by 2030 or sooner. We are looking to continuously develop and refine our response to climate change as new technologies become available and as we work more closely with partners on the right way forward. A dynamic approach to climate change is critical for driving down our overall carbon footprint.

Kosmos in Society

We seek to prevent or minimize adverse risks to community health, safety and security. We respect human rights and exercise due diligence in identifying and, where matters are within our control, mitigating any potential infringements of human rights.

We only proceed with material activities once we have assessed and put in place measures to avoid or mitigate adverse environmental or social impacts.

We implement the Voluntary Principles on Security and Human Rights and seek to apply relevant aspects of the U.N. Guiding Principles on Business and Human Rights.

We understand the fundamental importance of respecting human dignity and the cultures of our host countries, communities and indigenous peoples. We engage regularly with the communities associated with our operations in order to understand their priorities and concerns. We create relationships based on respect and equality and seek to earn the broad support of local communities. We develop and maintain mechanisms for addressing grievances related to our activities.

We recognize the opportunities and challenges that resource development can create for host countries and are committed to working with governments and civil society groups to facilitate sustainable economic and social development.

We aim to build human capacity and create economic opportunities including through our commitment to employing nationals of our host countries, skills development and social investment. Our social investment programs include a number of groundbreaking initiatives, such as the Kosmos Innovation Center, our support for the Blue Carbon organization Tierra Resources on the U.S. Gulf Coast, and our employee-led Hunger Relief Program.

Commercial Relationships

We expect our business partners, agents, suppliers and contractors to behave ethically. Willingness to observe standards in line with our Business Principles is a key factor when evaluating whether or not to establish a business relationship.

We exercise due diligence in the selection of partners and suppliers and aim to allocate contracts through transparent and fair processes. We commonly work with co-venturers, who may have day-to-day control of operations, and seek to influence such joint ventures so that they operate in a manner consistent with our Business Principles.

We expect our employees to deal honestly and fairly with governments, regulators, investors, customers, suppliers, the public and each other.

Employees are expected to avoid conflicts of interest or the appearance of any such conflicts. We expect our employees and contractors to respect confidential and proprietary information and we similarly aim to protect the intellectual property of others.

We recognize the role which the taxes, royalties and fees we pay should play in the economic development of our host countries. We will not allow any form of abusive transfer pricing.




U.N. Sustainable Development Goals

The U.N. SDGs inform our activities and how we contribute to the communities and societies in which we operate.

We are committed to supporting the U.N. SDGs and believe our core operations are critical for advancing global prosperity.

Though our business is guided by all 17 SDGs, in 2021 we made the most significant contributions to Goal 2: Zero Hunger; Goal 7: Affordable and Clean Energy; Goal 8: Decent Work and Economic Growth; and Goal 9: Industry, Innovation and Infrastructure.



| | | |
|---|--|---|
|  SDG 2: Zero Hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture | Kosmos Energy Hunger Relief Program | Page 49 |
|  SDG 7: Affordable and Clean Energy Ensure access to affordable, reliable, sustainable and modern energy for all | The Just Transition and Climate Mitigation Workforce | Pages 30 and 36 |
|  SDG 8: Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all | Social Impact Management | Page 18 |
|  SDG 9: Industry, Innovation and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation | Kosmos Innovation Center | Page 46 |

Governance

Our Board of Directors oversees the company's strategy, as well as management's development of policies and procedures that facilitate safe, ethical and compliant operations.

Board Oversight

The Board of Directors represents the highest level of oversight at Kosmos and is responsible for guiding the company's long-term strategy and overseeing our response to risks and opportunities.

The Board maintains four committees: Audit, Compensation, Health, Safety, Environment and Sustainability, and Nominating and Corporate Governance. Each committee is chaired by an independent director and governed by its own [charter](#).

At the end of 2020, the board was comprised of six members, including five independent directors. One additional board member was appointed in 2021, increasing our board size to seven members, with six being independent directors.

Board Committees

Each of the four Board Committees has a distinct and important role to play in overseeing our overall sustainability approach:

AUDIT COMMITTEE

The Audit Committee is responsible for upholding the integrity of the company's financial statements, monitoring the qualifications, independence and performance of our external and internal audit functions, and overseeing the Company's compliance with applicable legal and regulatory requirements. Additionally, this Committee is responsible for reviewing the Company's risk management policies and practices.

COMPENSATION COMMITTEE

The Compensation Committee reviews and approves the compensation of each of the company's executive officers. Additionally, the Committee approves corporate goals and objectives tied to compensation, evaluates performance, reviews management succession planning and oversees company compensation and benefits policies.

HEALTH, SAFETY, ENVIRONMENT AND SUSTAINABILITY COMMITTEE

The Health, Safety, Environment and Sustainability (HSES) Committee monitors and oversees HSES risks, policies, and procedures, including but not limited to emergency response plans, the establishment of HSES performance metrics and targets, and actions and targets related to monitoring and mitigating emissions and the impacts of climate change. While the HSES Committee reports regularly to the full Board on climate change, other Committees oversee various distinct elements of our climate change commitments. A full description of climate change oversight can be found in our TCFD-aligned [Climate Risk and Resilience Report](#).

NOMINATING AND CORPORATE GOVERNANCE COMMITTEE

The Nominating and Corporate Governance Committee reviews the size, responsibilities and composition of the Board and evaluates new Board candidates as needed. Additionally, the Committee is responsible for the development and implementation of corporate governance guidelines and the Code of Business Conduct and Ethics.

AUDIT COMMITTEE OVERSIGHT IN ACTION:

Maintaining integrity in our sustainability data

As we prepared the 2020-2021 Sustainability Report, the Audit Committee identified a need to review and assure Environmental, Social, and Governance (ESG) data integrity.

The Committee reviewed historically reported categories of ESG data and requested the 2020 data undergo an internal audit and an external review to confirm the data's integrity, prepare for potential new regulatory reporting requirements, and ensure we continue to report in line with disclosure best practices.

As a result, this year's performance data has been internally audited. EY performed an independent review level attestation for select performance indicators. The list of select performance indicators can be found in the Schedule that is attached to our report found [here](#).

USING EXECUTIVE COMPENSATION TO FACILITATE ESG PROGRESS

The performance-based compensation of all employees is tied to the achievement of our ESG objectives. We do this by embedding clear ESG metrics into our Corporate Scorecards, which are used to drive, assess and reward performance.

Corporate Scorecards are maintained at the company-wide and function/business unit level, and these high-level goals translate into more granular individual performance contracts. This means that while we take collective responsibility for ESG goals, ownership of goals and targets gets more specific at the function/business unit and individual levels.

In 2020, the Board-approved all-company Corporate Scorecard included the following performance measures related to ESG and sustainability:

- Zero anti-corruption violations
- Roll out our Climate Change Policy
- Measure employee engagement and satisfaction through the annual workforce survey and improve efficiency and connection of the company based on survey results

Each function/business unit was responsible for implementing measures related to these ESG and sustainability goals. For example, the Scorecard for our Senior Vice President of Sustainability and External Affairs includes goals related to:

- Liaising with local managers to understand country dynamics
- Mitigating Scope 1 and Scope 2 emissions and identifying carbon sequestration projects
- Overseeing the publication of a TCFD-aligned Climate Risk and Resilience Report

The performance-based pay of all employees and executives is directly tied to the Corporate Scorecard goals. The evaluation of performance of our Named Executive Officers compared to Key Performance Indicators is reported in our annual proxy statement. All Corporate Scorecard goals have equal weight.

Business Ethics

Kosmos is built upon a foundation of ethical behavior.

We expect all Kosmos Board members, full- and part-time employees and contractors to act with integrity, professionalism and fairness at all times. While our [Code of Business Conduct and Ethics](#) outlines our expectations, employees, officers and directors are also required to comply with all aspects of the Business Principles as well as the Kosmos Anti-Corruption Compliance Policy, which requires compliance with all applicable laws, including the U.S. Foreign Corrupt Practices Act (FCPA), the U.K. Bribery Act of 2010, and the highest standards of anti-corruption compliance.

To further promote adherence to our ethics and compliance policies and procedures, the performance-based compensation of our employees, including executive officers, is also tied to the achievement of zero anti-corruption violations.

We regularly evaluate our standards of conduct and anti-corruption practices to ensure we adhere to best practices. Part of this evaluation includes an annual internal audit of compliance with our anti-corruption compliance policy and practices.

Kosmos exercises care in the selection of vendors, suppliers, and contractors, and we seek to impose the same high standards of conduct and compliance that we observe within Kosmos. We regularly receive certifications from JV partners to confirm compliance.

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Code of Conduct

Our [Code of Business Conduct and Ethics](#) sets out key guiding principles for the company. The Code reinforces our approach to acting ethically and with integrity in all that we do. Kosmos employees are expected to adhere to the standards and spirit of the Code at all times.

The code lays out our commitment to, among other matters:

- Foster an inclusive culture of honesty and accountability;
- Treat one another – and our host countries, communities and other stakeholders – with fairness and respect;
- Avoid conflicts of interest; and
- Build a strong compliance culture.

One of our most valuable assets is our reputation for integrity, professionalism and fairness – and our actions are the foundation for this reputation.

Whistleblower Hotline

Kosmos uses an anonymous [Whistleblower Hotline](#) as a vehicle for employees and third parties to report violations of any Kosmos policy, including the Anti-Corruption Compliance Policy. All reports go directly to our Chief Compliance Officer and the Vice President of Internal Audit for evaluation. Retaliation for such reporting is strictly prohibited.



Anti-Corruption and Compliance Training

Kosmos mandates annual training for full- and part-time employees and contractors to facilitate understanding of our Anti-Corruption Compliance policy and promote high standards of ethical behavior and compliance at every level of the company. This training includes a mandatory annual all-employee and contractor session followed by an exam to verify comprehension of expectations and requirements. In addition to taking the exam, employees and contractors are required to complete a compliance certification to confirm they understand their responsibilities and will continue to adhere to the policy in their business activities.

In addition to the annual training session, new hires receive additional compliance training in the form of an introductory one-on-one session with a member of our Compliance team. This introductory session addresses expectations concerning compliance matters and provides details on where to find anti-corruption and compliance information and how to access the Whistleblower Hotline.

Transparency

Kosmos promotes transparency in our dealings with host governments. We believe transparency promotes more responsible management of resource revenues and helps to facilitate sustainable development in our host countries.

We demonstrate our commitment to transparency by disclosing the terms of our petroleum agreements and by reporting payments made to host governments – both at the project level and in aggregate. Kosmos was the first U.S. oil and gas company to disclose project-level payments. Our payments to governments and contracts can be found on our [website](#) and in the Performance Data section of this report.

Through our transparency advocacy, we also aim to increase understanding of how the oil and gas industry works. To facilitate this, we hold workshops with key stakeholders in our host countries, including government agencies, civil society organizations, media outlets and others. These workshops help to deepen understanding of the oil and gas industry and promote good governance, transparency, and ethical operations within the sector.

The open nature of our business dealings fosters mutual accountability and builds trust with our stakeholders.



WORKING WITH EITI TO ADVANCE TRANSPARENCY IN OUR HOST COUNTRIES

Since 2012, Kosmos has been a Supporting Company of the Extractive Industries Transparency Initiative (EITI), a global standard that strengthens public and corporate governance of natural resources, promotes sound resource management, and provides data to promote transparency and accountability in the extractives sector.

The EITI requires the disclosure of information along the extractive industry value chain from the point of extraction to how revenues make their way through the government and ultimately benefit the public. The organization requires participating governments to establish multi-stakeholder groups that include government representatives, business leaders and civil society members to oversee a process in which companies declare material payments made to governments and governments declare all material payments received from extractive companies. These figures are then reconciled, and discrepancies are identified and investigated by independent experts. This process promotes mutual transparency and accountability by companies and governments.

Four of our host countries – Ghana, Mauritania, São Tomé and Príncipe and Senegal – have implemented or are in the process of implementing EITI standards. Kosmos regularly attends and observes EITI Board Meetings in order to engage with other transparency leaders and ensure we apply best practices within the company. We also collaborate with the EITI on information-sharing and capacity building projects in our host countries to promote greater transparency across the industry. In host countries that have not fully implemented EITI standards, we advocate for the adoption of these standards and maintain our own transparent disclosure of payments to governments and petroleum agreements.

Cybersecurity

Overseen by the Audit Committee, which is comprised entirely of independent directors, Kosmos actively monitors and mitigates information and cybersecurity risks. The Audit Committee also receives updates on information security matters at least twice a year, and more often as necessary. We require full- and part-time employees and contractors to complete semi-annual online cybersecurity training, which provides education and promotes awareness of the latest cybersecurity threats.

We utilize external and internal audits as well as external and internal security services to monitor and test our security systems and the systems of those who hold data on our behalf. We test our cybersecurity program through frequent phishing testing and training, network penetration testing and training, and incident and network vulnerability reviews. Kosmos also holds cybersecurity insurance in the event of an incident.

Lobbying and Political Contributions

Kosmos is politically neutral. We do not provide funding for candidates or political parties, nor do we engage in direct lobbying.


Kosmos participates in select industry organizations, as they are a mechanism for staying informed of the latest policy developments, industry best practices,

and operational and technological advancements. We regularly review our membership of industry organizations to promote consistency with our Business Principles as well as our policies and practices.

In line with our commitment to transparency, a full list of industry organization memberships is provided below.

| ORGANIZATION | LOCATION | MEMBERSHIP STATUS |
|---|-------------------|---|
| American Chamber of Commerce Equatorial Guinea | Equatorial Guinea | Member |
| American Chamber of Commerce Ghana | Ghana | Member |
| American Chamber of Commerce Senegal | Senegal | Member |
| Corporate Council on Africa | USA | On the Board |
| Economic Club of Washington, D.C. | USA | Member |
| Ghana Upstream Petroleum Chamber | Ghana | Board Chair |
| Independent Petroleum Association of America (IPAA) | USA | Member, Subcommittee Member |
| International Association of Oil and Gas Producers (IOGP) | UK/USA | Member, Subcommittee Member |
| IPIECA | UK/USA | Member, Participant in the Climate Change Working Group, Social Responsibility Working Group, and Biodiversity and Ecosystem Services Working Group |
| Louisiana Mid-Continent Oil and Gas Association (LMOGA) | USA | Member, Subcommittee Member |
| Millennium Challenge Corporation (MCC) Advisory Council | USA | Member |
| National Ocean Industries Association (NOIA) | USA | Member |
| Offshore Operators Committee (OOC) | USA | On the Board / Executive Subcommittee |
| Outer Continental Shelf Advisory Board (OCSAB) | USA | On the Board |
| United States - Mauritania Business Forum | Mauritania | Member |
| US Trade Advisory Council on Africa | USA | Member |



The background of the slide features a series of overlapping, wavy, organic shapes in various shades of green and blue, creating a sense of movement and depth. The colors range from light, airy blues and greens to deeper, more saturated tones.

Our Workplaces: Diversity, Equity and Inclusion

Guided by our Business Principles, our culture is built upon a foundation of ethical behavior and teamwork. We strive to create an inclusive work environment that promotes employee engagement, fosters open dialogue, and allows for continued learning.

Culture and Employee Engagement

As a small company, every employee is empowered to make an impact. Our company culture is values-based and centered on our commitment to acting as a force for good in our host countries.

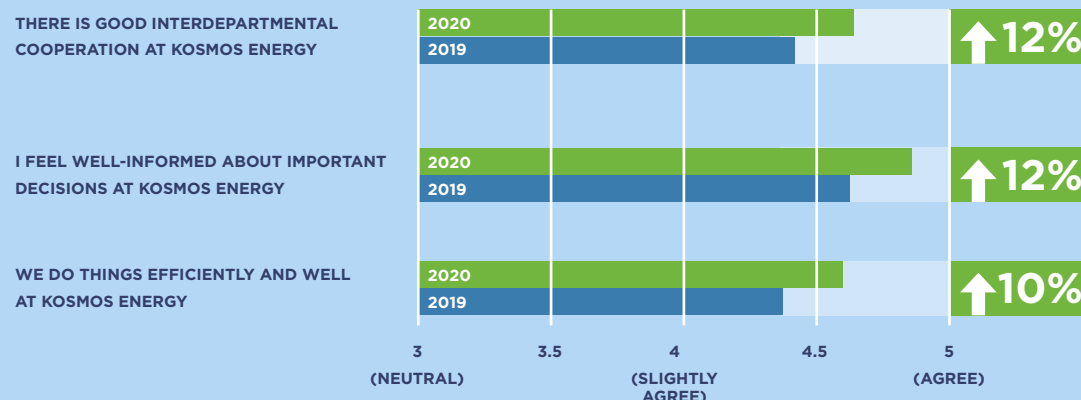
We believe open, honest communication is critical for building trust and promoting inclusivity. This begins with our open-door policy. We encourage employee dialogue and feedback through regular town halls, our annual employee engagement survey, and through direct comments to supervisors, Human Resources Business Partners, or executive officers.

Open-Door Policy

Kosmos maintains an Open-Door Policy that encourages employees to discuss any job-related issue, including safety procedures, policy violations or ethical concerns with their supervisor. If matters go unresolved, the issue may be escalated to senior management and/or Human Resources. If the employee wishes to remain anonymous or is otherwise not comfortable discussing the issue with management, a report can be made through our Whistleblower Hotline. No employee who uses the Open-Door Policy in good faith will be subject to adverse employment action, and retaliation will not be tolerated.

This Open-Door Policy promotes an open feedback culture and underscores our commitment to inclusivity and the highest standards of business ethics.

AREAS OF STRENGTH HIGHLIGHTED BY KOSMOS EMPLOYEES IN THE ANNUAL ENGAGEMENT SURVEY



Promoting Engagement Through our Annual All-Employee Survey

Kosmos conducts an annual employee engagement survey through Energage to understand the perspectives of employees on matters such as interdepartmental cooperation, work/life balance, and company strategy. Assessing and acting upon survey results is critical for continually improving our culture and retaining employees.

In 2020, the survey had a response rate of 97%, with more than 500 comments. Employees identified communication of our strategic direction as an area for improvement, particularly in light of the pandemic.

In response, the CEO conducted additional small group sessions to outline our company strategy in more detail and encourage employees to ask questions. This led to a significant improvement in employee understanding of the company's strategic direction as evidenced by a follow-up survey.

We will continue to conduct our surveys annually, track our progress year over year, and identify areas to improve our culture and the employee experience.

Employee Town Halls

To further promote employee engagement and open communication, the CEO conducts town halls on a quarterly basis. During 2020 and 2021, these town halls were conducted virtually.

During town halls, small groups of employees hear directly from the CEO about a range of topics, including operational updates, progress against long-term strategic objectives, and sustainability initiatives. Given the size of these town halls, employees have the opportunity to ask questions and provide feedback directly to the CEO in an open forum.



Andy Inglis addresses employees in a town hall meeting via video.

SUPPORTING PHYSICAL AND MENTAL EMPLOYEE WELLNESS DURING COVID-19

When the pandemic caused local shutdowns and began to impact the physical and mental wellbeing of employees across the globe, the Wellness Committee took action. Recognizing that employees wanted resources to help them cope with illness, increased time at home, interrupted routines, and separation from loved ones, the Wellness Committee began to send out weekly newsletters that contained resources to help address these challenges. Newsletters provided much-needed information, ranging from details on setting up ergonomic at-home workstations to mental health resources.

Employee Committees

Kosmos has several employee committees that drive engagement and promote inclusivity. These committees encourage cross-functional collaboration, facilitate talent retention, and provide activities and resources to benefit all employees:

Activity Committee: The Activity Committee plans and develops social and recreational opportunities to promote teamwork and build cross-functional relationships among employees.

Philanthropy Committee: Separate from our social investment program, the Philanthropy Committee creates opportunities for employees to give back to local communities. This helps to instill a sense of pride and community ownership through donations, supply drives and volunteer events at local nonprofits.

Wellness Committee: The Wellness Committee promotes the mental and physical wellness of our employees. The committee organizes an annual health fair, plans health and wellness checks with local health professionals and provides regular newsletters with topical health and wellness information.



Houston employees at a recent volunteer day with Brighter Bites at the Houston Food Bank.

Employee Health and Wellbeing

Kosmos offers employees a range of programs and benefits that promote emotional, physical, and financial wellness, and serve as a mechanism for recruiting and retaining talent.

Compensation and Benefits

Kosmos maintains a clear and equitable approach to the remuneration of our employees. All employees, regardless of location, are paid at least a living wage, which is adjusted annually in response to market conditions. In addition to competitive base salaries, all U.S. employees are shareholders through our long-term incentive plan ("LTIP")¹. Employees also participate in variable incentive plans that are determined by company and individual performance.

Beyond financial incentives, we offer additional benefits and programs to ensure employees have what they need to take care of themselves and their families. These benefits in the U.S. include:

The benefits and programs we offer enable us to differentiate Kosmos as an employer of choice and help us to attract and retain top talent.



- Medical, dental, and vision insurance for employees and their dependents
- Retirement matching (401(k) contributions)
- Fully-funded healthcare
- [Paid parental leave](#)
 - 16 weeks of 100% paid leave for eligible primary caregivers who give birth, adopt, or with whom a child is placed for foster care
 - 4 weeks of 100% paid leave for eligible non-primary caregivers whose spouse or domestic partner gives birth or who is not the primary caregiver of an adopted or foster child
- Generous time off programs, including paid sick leave, paid vacation, and paid holidays
- Company-provided life insurance, short-term disability, and long-term disability
- Flexible work schedules
- Employee discounts
- Worldwide emergency coverage
- Volunteer opportunities
- Professional development and mentoring opportunities
- An Employee Assistance Program (EAP), which offers free and confidential assessments, counseling, and follow-up services to employees with personal and/or work-related mental health problems

Our employees are our greatest asset. The benefits and programs we offer enable us to differentiate Kosmos as an employer of choice and help us to attract and retain top talent.

¹ For international employees, the equivalent program is the International Long Term Incentive Program (ILTIP). This program has the same vesting schedule as the LTIP, but pays in cash instead of shares.

Diversity and Equal Opportunity

Kosmos promotes and celebrates the array of diverse backgrounds, perspectives and experiences of our employees. We focus on recruiting, retaining, and developing a diverse and inclusive workforce across all our geographies that embraces our values and culture.

Equal Opportunity Employment

We are an equal opportunity employer and do not tolerate discrimination, harassment, or intimidation of any kind. We provide employment opportunities to all individuals, regardless of race, color, gender, age, sexual orientation, gender identity and expression, creed, religion, national origin, genetic information,

disability, veteran status, experiences or any other protected status. This applies to all employment practices:

- Treatment in the workplace
- Pay, compensation and benefits
- Recruitment, hiring, promotions, demotions, terminations, layoffs, training, and transferring
- Training and advancement opportunities
- Social activities

In line with the Human Rights Foundation Corporate Equality Index criteria, sexual orientation and gender identity are included in our non-discrimination policy. We foster a spirit of inclusion across the company through social and educational events that address the different backgrounds and identities of employees and help Kosmos to attract and retain the widest breadth of talent.



Local Employment

We are proud of our record of recruitment and retention of local staff. In 2020, we achieved 100% local employees across all our host country offices.

This supports local economies, develops in-country talent and helps Kosmos to understand and integrate host country cultures and perspectives into our business plans and stakeholder engagement.

EMPLOYEES BY AGE

| | 2020 |
|--------------|------|
| 25 and under | 2% |
| 26-30 | 8% |
| 31-35 | 10% |
| 36-40 | 20% |
| 41-45 | 17% |
| 46-50 | 14% |
| 51-55 | 12% |
| 56-60 | 8% |
| 61 and older | 10% |

EMPLOYEES BY LOCATION

| | FEMALE | MALE |
|---------------------|--------|------|
| United States | 37% | 63% |
| Equatorial Guinea | 67% | 33% |
| Ghana | 33% | 67% |
| Mauritania | 50% | 50% |
| São Tomé & Príncipe | 29% | 71% |
| Senegal | 50% | 50% |
| Suriname | 100% | 0% |
| United Kingdom | 22% | 78% |

We are proud of our record of recruitment and retention of local staff. In 2020, we achieved **100% local employees** across all our host country offices.

Talent Management and Career Development

We are a small, nimble organization, and Kosmos employees work with a strong accountability mindset. Our employees are given the freedom and space to get the job done and are empowered to pursue additional education and skill development in line with personal and company goals. Employees receive feedback on strengths and areas for development through regular check-ins with their supervisors and through the formal performance review process.

Performance Review Process

Kosmos maintains a formal performance review process for all employees. This process supports a high-performing culture by providing employees with regular feedback and helping them to align personal goals with the company's strategy and objectives. The process begins with an annual goal-setting exercise at the senior leadership level, which results in the creation of a company-wide "Corporate Scorecard." The Corporate Scorecard serves as a quantitative tool for measuring progress on key performance categories, including organizational capability and human capital development, business ethics and social performance, environmental and safety goals, climate targets, cost management and operational milestones.

These goals are then passed down and broken into more detail at the functional/business unit level.

In conjunction with their supervisors, individual employees use these functional/business unit goals to create their own specific performance plans. These performance plans align individual responsibilities and career goals with the overall company strategy.

At the end of the year, performance is assessed at the Company, functional/business unit, and individual level. In turn, these assessments determine variable incentives.

Leadership Development Program

In 2020, a group of Kosmos managers and leaders participated in a Leadership Development Program to build leadership skills – a critical element for developing and retaining a talented workforce.

The Leadership Development Program consisted of three learning blocks: personal leadership, team leadership, and leadership effectiveness.

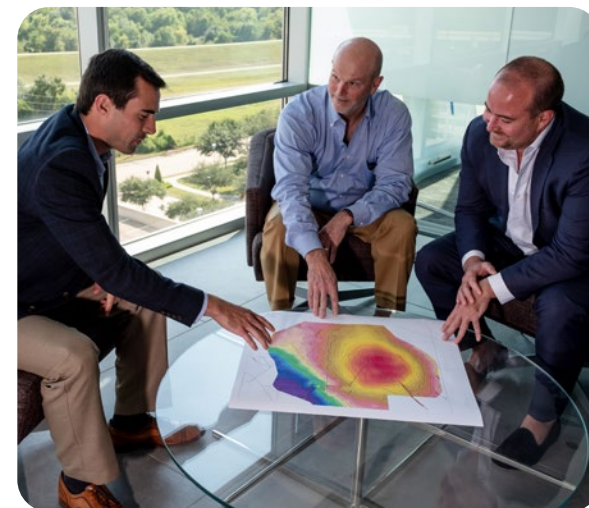
During the sessions, which featured lectures, interactive exercises, and situational role playing, leaders and aspiring leaders learned how to put the company's values into action. Course attendees then learned how to reinforce Kosmos' culture while working for positive change in areas requiring improvement.

Following the initial training, participants continue to receive follow-up support and coaching on communication for impact, conflict management, time management for greater effectiveness, delegating, coaching for performance, motivating others, building high performance teams, and goal setting.

Employee Development and Continuing Education

To support continued learning and employee development, our Educational Reimbursement Program enables employees to be reimbursed partially or fully for additional degrees and professional certifications. This program encourages employees to continue to build skills and obtain degrees or certifications to further their career.

For example, this year an analyst in our Dallas office expressed an interest in pursuing additional education in data analytics. After discussing her interests with her supervisor, the employee obtained her bachelor's degree in business analytics through Texas A&M Commerce, paid for by Kosmos. The coursework helped her to enhance her current skillset, and following completion of the degree program, she was promoted to Manager of Data Analytics.



Health and Safety

At Kosmos we are deeply committed to the health and safety of our employees, local communities, and those that work with us.

Full- and part-time employees and contractors are expected to take necessary and reasonable actions to protect their safety including following safe work practices, complying with relevant policies and regulations, completing applicable training and utilizing stop-work authority.

HSE Governance

The HSE and Sustainability (HSES) Board Committee meets at least four times annually and additionally on an as-needed basis to independently oversee our HSE and sustainability policies and processes and facilitate the continuous improvement of our safety programs. For its HSE remit, the HSES Committee:

- Oversees the establishment of targets and objectives for health, safety, and environmental performance;
- Monitors medium- and long-term performance versus targets and objectives;
- Reviews health, safety, security, and environmental policies at least every three years or additionally as needed;
- Monitors the regular public reporting of progress against stated HSE targets and initiatives;
- Reviews the effectiveness of emergency and incident response plans;
- Reviews major incidents that may impact the company's performance and license to operate;

- Monitors the identification, management and mitigation of significant HSE risks; and
- Participates in an occasional operational on-site visit to observe HSE practices, culture and HSE leadership skills.

“The Standard” – Our Health, Safety, and Environment Management System

To support our dedication to health, safety and the environment, the company has a comprehensive Health, Safety and Environment (HSE) management system that applies to Kosmos employees and contractors known as “[The Standard](#).” Consisting of 10 key elements, The Standard is approved by the Senior Leadership Team (SLT) and outlines expectations of employee behavior and work practices.

Our HSE Management System aligns with our culture and business model, incorporating the full team of employees, contractors, service providers and co-venturers required to carry out our work. The Standard is made available to every employee and contractor in his or her native language and coupled with annual training to support understanding and compliance.

The Standard adheres to the Bureau of Safety and Environmental Enforcement (BSEE) Safety and Environmental Management Systems (SEMS) standards. As such, our HSE Management System and associated processes are externally audited at least every three years.

Our HSE Management System is informed by International Association of Oil and Gas Producers (IOGP) guidelines and ISO 14001 Standards.

ELEMENTS OF THE STANDARD



A Culture of Safety

We believe we have a fundamental responsibility to protect our employees, communities, and those we work with – and this begins with a strong safety culture. Kosmos fosters this culture through online and in-person training, regular emergency response drills, and engaging safety sessions.

Kosmos sets HSE targets for all full-and part-time employees and all full- and part-time contractors. Further, the performance-based compensation of all employees is directly linked to HSE performance, driving the importance of safety at Kosmos.

One Team, One Goal

In 2020, we introduced “One Team, One Goal” – a new program that incorporates the full range of HSE policies, standards, systems and processes at Kosmos. The program derives its name from the belief that by working together as One Team – all Kosmos employees and contractors – we can achieve our One Goal of delivering HSE performance. The program aims to foster an injury- and incident-free workplace that protects people, the environment and our assets. Regardless of work location or work type, we believe that every individual has a role to play in creating a safe work environment.



BUILDING A CULTURE OF SAFETY

At Kosmos, safety is more than following a checklist – it’s a part of our culture. We have long conducted safety seminars at Kosmos to instill a shared ownership of safety, using external speakers and leaders from outside of the oil and gas industry to get a different perspective on the topic.

In 2020, we hosted Mark Gallagher from Performance Insights to help us launch our One Team, One Goal program. Gallagher, who played a critical role in driving improved safety performance in Formula One racing, drew parallels between the teamwork required to prevent racing incidents and the teamwork required to prevent HSE incidents at Kosmos. Gallagher returned in 2021 to conduct an additional safety session on using innovation to drive safety performance.

The session helped embed our commitment to safe operations and helped us to understand the dedication and teamwork required to foster a culture of safety.

HSE METRICS

| 2020 | |
|--|-----------|
| MAN HOURS | |
| Employee | 548,732 |
| Contractor | 765,494 |
| Total | 1,314,226 |
| FATALITIES | |
| Employee | 0 |
| Contractor | 0 |
| Total | 0 |
| LOST TIME INJURY RATE (LTIR) | |
| Employee | 0 |
| Contractor | 0.76 |
| Total | 0.76 |
| TOTAL RECORDABLE INJURY RATE (TRIR) | |
| Employee | 0 |
| Contractor | 0.76 |
| Total | 0.76 |

HSE Training

Safe and environmentally sound operations rely on well-trained people. To enable employees and contractors to understand and fulfill their HSE responsibilities, every Kosmos employee and contractor completes baseline safety training.

Employees and contractors are expected to understand and comply with The Standard, which is translated into the native language of employees and contractors.

In addition to mandatory training, Kosmos employees and contractors complete training tailored to their specific scope of work. For instance, any employee or contractor that visits one of our U.S. Gulf of Mexico sites is required to complete an orientation as well as more rigorous safety training once they arrive onsite.

TRAINING HOURS FOR EMPLOYEES AND CONTRACTORS

| 2020 | |
|---------------------------------------|----------------|
| Employee | 819.5 |
| Contractor | 217 |
| Total | 1,306.5 |
| Average Training Hours per Employee | 3.25 |
| Average Training Hours per Contractor | 2.33 |

Managing Contractor Safety Performance

Kosmos plays an active role in managing contractor safety performance. All prospective and actual offshore contractors and subcontractors performing services for Kosmos are evaluated through ISNetworld, a platform that screens contractors against HSE criteria and past HSE performance. The platform gives contractors a letter grade (A, B, C and F) based on a rigorous set of HSE questions, audit logs, and historical safety data.

Using ISNetworld, Kosmos sets specific targets for each of our contractors based on safety performance and a full review of the contractor's HSE management system.

Where possible, we only work with contractors that have strong records of safety performance (grades A and B).

This screening process helps us to select contractors that share our commitment to safe operations. Kosmos personnel also conduct regular evaluations on our contracted rigs at least once and up to three times weekly to evaluate the adoption of our safety standards by our contractors. These evaluations cover areas where HSE incidents frequently occur:

- Confined spaces – areas with limited or restricted means of entry or exit not designed for continuous occupancy
- Equipment evaluation – confirming that equipment delivered to the job site is safe and complies with relevant regulations
- Environment – evaluating job sites for environmental hazards, whether in the form of potential leaks, spills, or biodiversity risks

Kosmos plays an active role in managing contractor safety performance.

- Hot work – confirming welding and cutting is conducted in a safe manner
- Housekeeping – confirming job sites are tidy and free of potential health or safety hazards
- JSA (Job Safety Analysis) – a process by which all steps, hazards, and safe work procedures are established prior to starting a job and followed throughout the course of that job
- Lift operations – ensuring crane operations are conducted safely
- Post-job evaluations
- SSEs (Short Service Employees) – contractors who are newer to job sites are expected to have additional support to facilitate comprehension of their role and responsibilities, including readily-available mentors, proper safety training, and understanding of stop work authority
- Training – workers are required to have adequate safety training prior to starting work
- Working at heights

Following the completion of an evaluation, scores are tabulated and uploaded to ISNetworld. When contractors receive a poor evaluation, Kosmos contacts their senior leadership, shares the report, and creates a remedial action plan. This allows Kosmos to continue to track and correct safety performance over time.

LEARNING FROM LOSS – AND HELPING THE INDUSTRY DO THE SAME

In January 2021, a third-party contractor died on a rig contracted to work for Kosmos in the U.S. Gulf of Mexico. His death was a tragedy which affected all of us. We continue to mourn his loss and express our deepest sympathies to his family.

We set out to get to the bottom of how this tragic accident happened and what could be done to prevent such events from happening again in our operations and our industry. We conducted an extensive investigation with our rig contractor, Seadrill, into the circumstances, root causes and key learnings.

Determined to share the findings of the investigation with the broader industry, our CEO conducted sessions with two industry organizations – the Offshore Operators Committee (OOC) and the International Association of Oil and Gas Producers (IOGP). More than 200 representatives from peer companies and regulators attended the two sessions, where we described the incident in detail and outlined what could be done to prevent something similar from happening again. We hope that our openness and transparency will help others as well as ourselves learn the necessary lessons to prevent a similar incident in the future.

Emergency Preparedness and Response

As outlined in [The Standard](#), emergency preparedness and planning are essential for helping Kosmos to be well-equipped to respond to situations should an issue arise.

We maintain updated emergency response plans, ensure personnel are trained and readily available in the event of an emergency, and conduct regular training exercises with internal and external stakeholders to test our response skills and confirm our ability to prevent and quickly respond to emergencies.

We conduct voluntary emergency response drills at least once a year. These drills include individuals from across the organization, as well as third parties, contractors, co-venturers and representatives from regulatory agencies. Kosmos includes the full team that would respond in a true emergency in order to test our unified response, promote a shared commitment to safety and receive and implement feedback from external safety experts.

Following these drills, we evaluate our performance, identify key learnings and opportunities for improvement, and update emergency response plans accordingly.

Our emergency response plans are reviewed and audited by the Bureau of Safety and Environmental Enforcement (BSEE), a governmental agency under the U.S. Department of the Interior. In 2020, Kosmos had three emergency response equipment verification audits and one BSEE-directed equipment deployment exercise to demonstrate the viability of our emergency response plans.

SUPPORTING INDUSTRY BEST PRACTICES ON SAFETY



Kosmos is a member of the Helix Well Containment Group (HWCG), a consortium of deepwater operators and non-operators in the U.S. Gulf of Mexico working to expand emergency response capabilities. In 2020, Kosmos hosted the annual HWCG emergency response workshops and exercise, where regulators and industry members came together to test and enhance their response skills in the event of a subsea well containment event to protect people, the environment, and assets. Over a series of five workshops, participants honed their skills, and then subsequently put them to the test in an emergency response exercise.

Climate and Environment

Kosmos is committed to protecting the environment in which we operate. As a responsible company, we strive to reduce our environmental impact and manage environmental risks.

Our [Climate Change Policy](#) outlines our commitments to:

- Integrate climate change into our business strategy,
- Establish strong internal governance of climate change,
- Measure, reduce, and mitigate our own emissions, and
- Report on our progress

Our broader environmental policies are housed within [The Standard](#) and outline expectations and performance measures for employees, contractors and partners as we assess, plan, and conduct work, as well as the measures we take to protect and enhance biodiversity and the environment in and around our operations.

The Just Transition

Our company purpose is to supply the energy the world needs today, find and develop cleaner energy to advance the energy transition, and be a force for good in our host countries. We aim to act as a force for good by advancing the “Just Transition” in our host countries and communities – namely by lowering emissions and supporting economic and social development in the places where we work.

The Paris Climate Accord on climate change recognizes the importance of facilitating a “Just Transition” for workers, countries, and communities. The concept recognizes the need to take an inclusive approach to the energy transition, and moreover, that no two countries or communities are alike in their ability to quickly and fairly transition to lower-carbon economies. Many developing countries do not have the infrastructure, resources, or capacity to leap straight to renewables and keep their populations moving forward.

Further, the carbon footprint of developing nations – particularly in Africa – is relatively small, both in absolute and per capita terms. The cumulative emissions from the more than one billion people living in 48 sub-Saharan African countries accounts for less than one percent of the global total. California’s hot tubs and swimming pools alone use more power than all of Senegal, one of Kosmos’ host countries¹.

This energy inequality highlights both the need to be flexible and pragmatic, as well as the critical role hydrocarbons – particularly natural gas – will play in delivering economic growth, raising standards of living, and transitioning to a cleaner energy future. The developed world cannot expect the same speed of transition or adoption of renewables in developing countries, as it would leave them without the opportunity to benefit today from the necessities of a decent life.

Kosmos believes that in order to achieve the Paris goals, lift millions of people out of poverty in the developing world, and support the “Just Transition,” we should harness our resources, knowledge and relationships to provide the cleanest and most affordable hydrocarbons to developing countries to fuel the transition from oil to gas and ultimately to renewables.

Climate Change Policy

Kosmos recognizes that the world faces a serious challenge from climate change and the role played by humanity.

We welcome the Paris Agreement reached within the U.N. Framework Convention on Climate Change in 2015 and see it as a key step in global efforts to address climate change. We understand that achieving the internationally accepted target of limiting mean global temperature rises to below 2°C above pre-industrial levels will require significant and sustained reductions in greenhouse gas emissions.

In addition, around 1 billion people still lack access to electricity, and global energy needs are expected to increase by 25% by 2040. This will be driven, in particular, by emerging economies such as those in which Kosmos focuses much of its investment. The International Energy Agency (IEA) estimates that \$2.7 trillion of investment in new energy supply per year will be required to meet these needs.

This presents a dual challenge: reducing greenhouse gas emissions while promoting prosperity which brings growing energy demand. It will require action from all parts of society: governments, civil society and the private sector.

It will also have major implications for the industry in which Kosmos operates. We must integrate the challenges and opportunities that climate change and the global energy transition present to our business into

our core strategy if we are to continue to contribute to global sustainable development over the long term.

We believe that companies such as Kosmos must:

- Consider the risks and opportunities that climate change and the global energy transition may present to our business in the short, medium and long term, and integrate them into our business strategy
- Measure and reduce greenhouse gas emissions from our own operations as far as reasonably practicable, and mitigate emissions that we cannot avoid
- Establish appropriate governance structures to guide strategy and hold our executive management to account, as well as monitor and manage climate change-related risks and opportunities for the business
- Transparently communicate our understanding and management of these challenges to external stakeholders, and engage those stakeholders in the continuing development of our climate change policy

We therefore commit to:

Integrate climate change into our business strategy

- Undertake scenario planning to assess the resilience of our business against different paths that the global energy transition may take, including those that achieve the internationally recognized goal of limiting warming to below 2°C
- Integrate conclusions into our business strategy so they help drive short, medium and long-term capital allocation decisions
- Repeat this scenario planning periodically so our strategy remains relevant as the global energy transition unfolds. We have already conducted two full scenario planning analyses since early 2020, and plan to continue to monitor how any changes in our portfolio might affect these analyses

¹ <https://onezero.medium.com/global-energy-inequality-goes-deeper-than-bitcoin-dfd058c31330>

Measure, reduce and mitigate our Scope 1 and Scope 2 emissions

- Aim to become carbon neutral across Kosmos' operated Scope 1 and Scope 2 emissions by 2030 or sooner
- Measure our direct and indirect greenhouse gas emissions according to recognized international GHG accounting standards
- Set clear, time-bound targets to reduce emissions from our operations
- Mitigate remaining emissions through innovative nature-based solutions that deliver verified carbon credits as well as community and biodiversity co-benefits, in line with the UN Sustainable Development Goals
- Engage and influence our business partners and suppliers on efforts to reduce emissions in their operations too

Establish strong internal governance

- Establish an internal Climate Change Task Force to drive strategy on this topic, chaired by the CEO, reporting to the Board, and informing and engaging the rest of Kosmos
- Report at least annually to the full Board of Directors and at least quarterly to the HSES Board Committee on progress against this policy
- Link compensation to the delivery of clear climate change goals

Report on our progress in mitigating climate change risks and engage with stakeholders

- Publish reports in line with Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Regularly monitor scientific, regulatory and other external developments related to climate change

and our industry to aid understanding of risks and opportunities

- Engage external stakeholders in the continuing development of our climate change policy
- Report quantitative and qualitative information on the above by publishing an annual sustainability report

Climate Governance

Strong governance of climate change is critical for responding to climate-related risks and opportunities. At Kosmos, governance begins at the highest level of the company with the Board of Directors and the HSES Board Committee and is passed down to the Climate Change Task Force and Business Units.

While the HSES Board Committee is responsible for general oversight of the issue, all Board Committees play a contributing role in shaping our response to climate change.

Compensation Committee: The Compensation Committee reviews and approves the climate goals and objectives relevant to employee and executive compensation. The Compensation Committee is also responsible for confirming performance against these objectives when determining year-end incentive payouts.

Nominating and Corporate Governance Committee: The Nominating and Corporate Governance Committee oversees the size, composition, function and duties of the Board.

Audit Committee: The Audit Committee reviews the Company's policies and practices with respect to risk assessment and risk management using the Enterprise Risk Management (ERM) model, which includes the management of climate-related risks. The Audit Committee also sponsors the external assurance of our ESG and climate-related data.

GOVERNANCE OF CLIMATE STRATEGY IN ACTION

| GOVERNING BODY | MEETING FREQUENCY | ROLE |
|--|---|---|
| Board of Directors | At least annually and additionally on an as-needed basis | The Board of Directors oversees the overall company strategy. |
| HSE and Sustainability Board Committee | At least quarterly and additionally on an as-needed basis | The HSE and Sustainability Board Committee oversees our response to climate change. |
| Climate Change Task Force | At least quarterly; additional committee subsections meet regularly | The Climate Change Task Force monitors emerging climate risks and opportunities, emissions metrics and mitigation measures, and policy developments. This group is responsible for the functional implementation of our climate change policy, as well as recommending updates to our response to climate change. |
| Business Units | Regularly | Business units are responsible for recording emissions data and identifying opportunities for emissions reductions – whether with partners or in our own operations. |

BOARD COMMITTEES AT WORK: AUDITING OUR ESG DATA

During the 2021 second quarter Audit Committee meeting, the Committee highlighted the importance of accurate ESG data disclosure. This imperative was discussed further with the HSE and Sustainability Board Committee, and it was determined that to confirm the data's accuracy and be well-equipped to respond to potential future regulation, our certain of our Sustainability Report data would undergo an internal audit and an external review. This Report is the first Sustainability Report published by Kosmos which includes certain data that is subject to an independent review.

Climate Change Task Force

Composed of executives and senior employees from across the business, including risk management, corporate planning, social responsibility, HSE, exploration, oil and gas marketing, business units, investor relations and communications, the Climate Change Task Force enables Kosmos to take an interdisciplinary approach to managing climate change.

The Task Force drives strategy on the topic and is responsible for informing and engaging the company on climate change.

Climate-related Risks and Opportunities

We manage climate-related risks through our robust Enterprise Risk Management (ERM) process, by conducting rigorous scenario analysis to stress test our portfolio of assets, and by using our Measure, Reduce, Mitigate framework.

TAKING ACTION ON CLIMATE-RELATED RISKS: OUR ERM PROCESS IN ACTION

In 2019, the "Energy Transition" was defined as a corporate-level risk. When the Gulf of Mexico Business Unit reviewed its operations against the Energy Transition risk in the 4Q 2019 Quarterly Performance Review, it identified more granular energy transition risks specific to its function. One of these risks was the potential risk of inaccurate, slow or insufficient operational emissions data.

The Vice President of HSE was responsible for developing and implementing a mitigation plan for this risk in 2020. The risk mitigation plan included the creation and ongoing use of a digital Environmental Reporting Application, which requires workers to enter emissions data into a mobile application daily. This application allows for real-time analysis of emissions data, ongoing quality control and trend analysis which management teams rely on to manage Energy Transition risk.

In 2021, we continued to fine tune the Application, working on an additional flaring module and analyzing data to identify and manage spikes or incorrect entries.

Enterprise Risk Management Process

Kosmos uses a robust ERM process at the corporate and business unit level to identify, assess, manage, and mitigate risks to our business, including climate-related risks. We believe that this process effectively embeds climate-related risk analysis into the decision-making processes of each business unit and aligns business unit risks with those of the company overall.

The ERM process requires risks to be assessed at least quarterly by senior management using a materiality matrix, and the most critical risks are subsequently reviewed with the Board of Directors. Corporate-level risks – those deemed likely to occur and that have potentially significant financial impacts – are assigned to specific owners within the SLT. Business units then conduct a more granular risk assessment against these Corporate-level risks and develop risk management plans which are reviewed during Quarterly Performance Reviews.

Transition and Reputational Risk Management

Transition risks – risks related to the various policies, potential legal actions, technology shifts, market

changes, and reputational implications that may be a part of bringing the world to a lower-carbon future – pose varying degrees of risk to Kosmos.

These risks are evaluated as part of our ERM process described above. A more detailed assessment of transition and reputational risks is described in our [CDP response](#) as well as our [Climate Risk and Resilience Report](#).

Physical Risk Management

We believe that our subsea infrastructure is not at major physical risk from extreme weather events and is not significantly impacted by potential sea level rise. As we do not operate the production platforms or vessels which process our production, we have limited control of the management of physical risks to the above-water infrastructure that our subsea tiebacks utilize. Still, we monitor these risks and maintain close contact with our business partners to review the risk mitigation plans and emergency response mechanisms in place and determine if they are sufficient to protect our people and interests. In addition to these mechanisms, Kosmos also utilizes Loss of Production Income (LOPI) insurance to partially protect our assets.

Kosmos maintains a hurricane response plan, and we review this plan with drilling contractors on wells we operate to ensure alignment on our actions in the event of a hurricane. We believe that our partners in the U.S. Gulf of Mexico have robust measures in place in the event of hurricanes and other severe weather events. We also work with our partners to understand their response to other potential impacts of climate change, including sea level rise and changing weather patterns.

Kosmos manages physical risks to our business through The Standard, our robust HSE Management System. The Standard requires crisis preparedness plans for our operations, with a particular focus on operations located in areas prone to significant weather events, which may increase in frequency or severity due to climate change.

Scenario Analysis

Scenario analysis enables us to assess risks and opportunities related to the energy transition, including what they might mean for our business strategy, portfolio management and capital allocation.

Kosmos first conducted detailed, asset-level, climate change scenario analysis in 2019 and again in August 2020. We developed our methodology for scenario analysis with support from a leading independent sustainability firm and with guidance from climate experts across the industry, investment community, and civil society.

Our scenario analysis modeled various ways in which a transition to a lower-carbon economy could impact the value of our portfolio through 2040.

The results of our scenario analysis inform our financial planning and capital allocations in the short (0-5 years), medium (5-10 years) and long (10-20 years) term and can be found in our [Climate Risk and Resilience Report](#).

Our intention is to ensure that our TCFD-aligned policies, approach and reporting are routinely updated and improved.

Emissions Management

Kosmos operates subsea infrastructure, which ties into non-operated production platforms, as in the U.S. Gulf of Mexico, or we are a non-operating partner in production assets, as in Equatorial Guinea and Ghana. This means that we operate subsea production

infrastructure, rather than production platforms, which drives our approach to emissions calculation and reporting.

We are in the process of re-evaluating and refining our emissions calculation and reporting approach including for our non-operated assets and intend to provide a full update in the 2022 report.

SCOPE 1 AND SCOPE 2 EMISSIONS

| | 2020 | 2019 |
|--|--------|--------|
| Gross Global Operated Scope 1 Emissions (tonnes CO ₂ e) | 42,632 | 39,058 |
| Gross Global Scope 2 Emissions (location-based) (tonnes CO ₂ e) | 877 | 1,330 |



| | MEASURE | REDUCE | MITIGATE |
|---|---|---|--|
| Policy Commitments | Measure our direct and indirect emissions according to recognized GHG accounting standards | Set clear, time-bound emissions reduction targets | Mitigate the impact of remaining emissions through nature-based carbon offsets that deliver co-benefits in line with the UN SDGs |
| Key Progress <i>(indicates new progress)</i> | <p>Calculated operated Scope 1 and Scope 2 emissions in accordance with the GHG protocol and IPECA</p> <p>Secured independent verification of Scope 1 and Scope 2 emissions</p> <p>Developed innovative application for real-time emissions data</p> <p>Developed and delivered carbon accounting training for more than 10% of the Kosmos workforce</p> <p>Enhanced data collection and emissions reporting in the Environmental Reporting Application</p> | <p>Set target for carbon neutrality in operated Scope 1 and Scope 2 emissions by 2030 or sooner</p> <p>Worked with key service providers to reduce operational emissions</p> <p>Business units assessed opportunities for emissions reductions</p> <p>Added more granular goals related to emissions reductions into Business Unit Corporate Scorecards</p> | <p>Identified nature-based projects in key Kosmos geographies</p> <p>Launched dual-purpose wetlands restoration and job training project in Louisiana aimed at facilitating the “Just Transition” along the U.S. Gulf Coast</p> |

Measure, Reduce, and Mitigate

Our target is to achieve carbon neutrality in our operated Scope 1 and Scope 2 emissions by 2030 or sooner. Our Measure, Reduce, Mitigate framework serves as a guide for achieving this target and delivering on the commitments outlined in our Climate Change Policy.

Measure

Environmental Reporting Application

In response to a risk identified through the ERM process, Kosmos introduced the Environmental Reporting Application to provide real-time operational emissions metrics. The application contains six modules: fuel data and associated emissions, mud recordings, solid waste, wastewater, drill cuttings, and E&P waste.

Accessible by desktop or by mobile device, emissions information is logged and entered daily by field HSE representatives. The application then digitizes this information and calculates emissions based on updated Global Warming Potential (GWP) figures. In turn, users in the field and in onshore offices can view historical data, spot emissions spikes or inaccuracies in real-time, and predict future emissions trends based on activity levels.

By implementing the application, Kosmos increased data accuracy, eliminated manual data entry, and can now make better-informed decisions on ongoing emissions reduction initiatives.

For example, when a supply vessel previously entered incorrect fuel use data, the anomaly would only be spotted during year-end data collection, leading to increased potential errors and delays in publishing year-end figures. With the use of the Application, however, errors are capable of being spotted and corrected in real-time, which in turn results in more accurate and timely emissions data.

“We are proud to have trained more than 10% of our workforce on detailed emissions accounting best practices and methodologies. This is part of our continued effort to be a leader on sustainability with a transparent and informed approach that helps us tackle the complex issues involved. Through this initiative we intend to put climate awareness and training on a similar footing as for our health and safety training – that is, at the heart of running the business.”

MIKE ANDERSON
 SENIOR VICE PRESIDENT,
 SUSTAINABILITY AND EXTERNAL AFFAIRS

Emissions Measurement Training

A firm understanding of emissions accounting and disclosure methodologies and best practices is a critical element of our response to climate change.

In 2021, Kosmos partnered with a leading climate consultancy to train roughly 10% of our global workforce on greenhouse gas emissions accounting. Individuals from business planning, supply chain, business units, HSE, marketing, investor relations and sustainability attended four half-day sessions detailing greenhouse gas accounting and disclosure methodologies and best practices, amounting to more than 12 hours of training for each employee.

This training established a baseline knowledge, which we expect to foster accountability and enable informed decision-making across the business as we look to achieve our target of carbon neutrality in our operated Scope 1 and Scope 2 emissions by 2030 or sooner.

The training additionally served as a starting point for business units to develop more robust emissions abatement plans – a key workstream that will be included in our 2021-2022 report.

Reduce

Partner and Supplier Engagement

As Kosmos does not operate production platforms, engagement with partners and suppliers is critical for driving efficiency improvements and reducing emissions

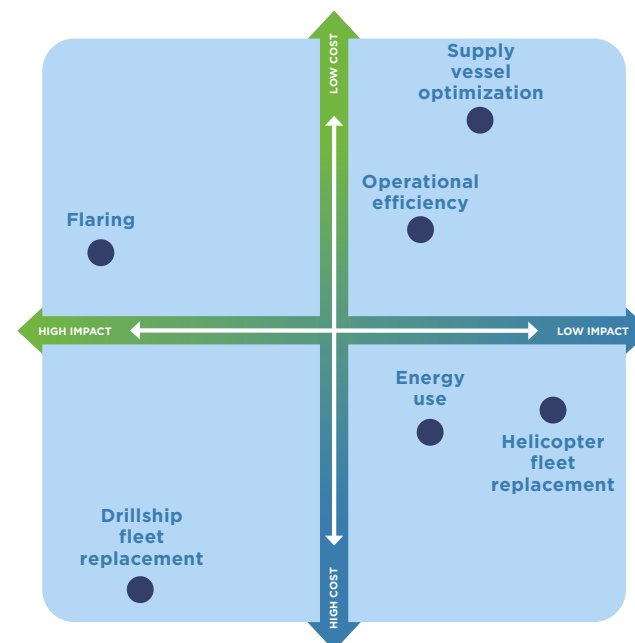
In 2020, we added contractually binding language into our agreements to push suppliers and contractors towards more efficient operations. We also began utilizing ISNetwork – a contractor management platform – to understand and evaluate supplier sustainability performance. We plan to use the data provided by contractors and suppliers to inform decision-making and drive performance.

Identifying Emissions Reduction Opportunities

Over the course of the last year, we have continued to take steps towards reductions in operational emissions. Each business unit developed an opportunity matrix, which plotted emissions reduction opportunities against emissions reduction potential and implementation cost. Business units also explored the execution requirements and potential additional benefits of identified emissions reduction initiatives.

For the remainder of 2021 and into 2022, business units will continue to assess opportunities. We expect to report on these opportunities in more detail in our 2021-2022 report.

KOSMOS CARBON EMISSION REDUCTION OPPORTUNITIES





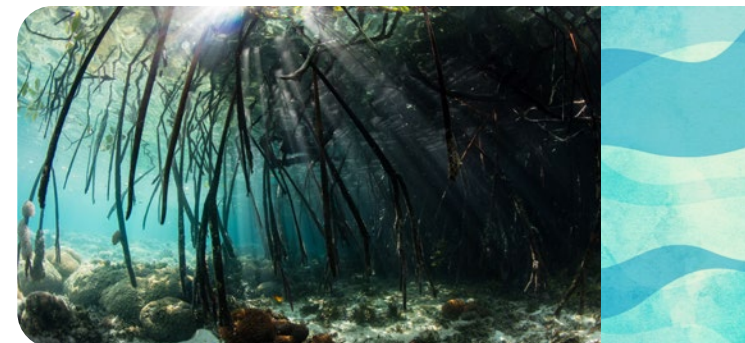
Mitigate

Nature-Based Carbon Offsets

While our first course of action is reducing operational emissions, there remain some emissions that cannot be eliminated. We plan to mitigate these through investment in nature-based carbon offsets.

We aim to invest in nature-based solutions in regions where Kosmos has significant operations. In addition to carbon and environmental benefits, these projects bring economic and social co-benefits, contributing to a broad range of the UN SDGs.

In 2019, we entered into an agreement with Shell Energy North America (US), L.P. (Shell Energy) covering two leading, established third-party reforestation projects in key Kosmos geographies – the Form Ghana Reforestation Project in the Ashanti Region of Ghana and the GreenTrees Reforestation Project in the Mississippi Alluvial Valley of the U.S. Gulf Coast.



Tierra Foundation and the Just Transition

One way we are working to advance the “Just Transition” in the United States is through our partnership with Tierra Foundation, a pioneering Louisiana-based organization working on wetlands restoration and the development of Blue Carbon projects.

Tierra's mission is to conserve, protect, and restore coastal wetland ecosystems by creating innovative solutions that support investment in wetlands – namely along the U.S. Gulf Coast, a region highly vulnerable to climate change. The area is vulnerable not just because of rising seas and higher temperatures, but also because a large portion of the population lives below the poverty line, and because a significant portion of the workforce relies on fossil fuels for employment. This means that in addition to suffering environmental impacts, the individuals living in the U.S. Gulf Coast are more at risk of getting left behind in the transition to a lower-carbon future.



Climate Mitigation Workforce

In 2021, we extended our partnership with the Tierra Foundation to launch a Climate Mitigation Workforce project. The aim of the project is two-fold:

- Provide paid job training for workers disproportionately impacted by climate change and the energy transition in the New Orleans area
- Engage in wetland restoration to protect communities from storms, sea level rise and shoreline erosion, as well as improve water quality and provide viable habitats for wildlife

In order to accomplish these goals, we brought in two additional partners experienced in coastal restoration and job training – Louisiana Green Corps and Common Ground Relief.

The Climate Mitigation Workforce will plant bald cypress seedlings and perform wetland monitoring on sites across a 135,000-acre area that protects the

New Orleans region and Mississippi River Industrial Corridor from hurricanes and the impacts of climate change.

These impacts were illustrated by the devastation of Hurricane Ida in the New Orleans area earlier this year, further highlighting the need to protect wetlands and prevent erosion in a vulnerable area.

In addition to providing critical restoration work, the project offers an opportunity to continue to research the commercial viability of Blue Carbon and explore a potential route to bring this valuable method of carbon sequestration to market.



COMMON
GROUND
RELIEF

Protecting the Environment and Promoting Biodiversity

Kosmos is committed to protecting the environment and maintaining biodiversity in the areas in which we operate.

Environmental and Social Impact Assessments (ESIAs)

Kosmos conducts ESIAs prior to the start of material operational activities. ESIAs help us identify potential adverse impacts from our activities on the local environment or community. If we identify material risks, we only proceed once we have developed mitigation or avoidance measures.

ESIAs generally consist of the following key process areas:

- Initial screening of the project and scoping of the assessment process across Environmental, Social, and Governance criteria
- Examination of alternatives
- Stakeholder identification, with a specific focus on those who might be directly affected by our operations
- Gathering of baseline environmental and social data
- Impact identification, prediction, and analysis
- Generation of mitigation and/or management measures and actions, based on predicted or possible material impacts
- Documentation of the assessment process



Our assessments are designed to meet international best practices and/or equivalent government requirements, including International Finance Corporation (IFC) and Equator Principles guidelines.

Following the ESIA's, we develop an Environmental Management Plan (EMP) based on the assessment. During operations we measure emissions, releases and waste to monitor our impact and ensure our EMP is fit for purpose.

Biodiversity

Our goal is to have no net biodiversity loss – and where possible, we strive to have a net positive impact even beyond our business activities.

Kosmos maintains oversight of biodiversity issues through ESIA's, which facilitate the systematic consideration of threats to biodiversity in the areas in which we operate. We work with partners and environmental experts to put into place comprehensive management plans, especially if the ESIA process identifies risks near our operations.

The nature of our operations – which are exclusively offshore and deepwater – limits our exposure to biodiversity risks. Still, Kosmos monitors and actively protects biodiversity in and around our operational sites, including during emergency response and safety drills.

In fact, [recent studies](https://www.bbc.com/future/article/20210126-the-richest-human-made-marine-habitats-in-the-world)¹ have shown that offshore rigs are “ideal skeleton[s] for coral reefs,” that can be “the most bountiful human-made marine habitats in the world,” even shortly after [installation](https://www.bsee.gov/what-we-do/environmental-compliance/environmental-programs/rigs-to-reefs)². When decommissioning our U.S. sites, we aim to work with BSEE to create artificial reefs that will promote biodiversity and enhance native marine life. For our international locations, we similarly aim to enhance native marine life in and around our operations.



In past years, Kosmos has worked outside of our core operations to protect native biodiversity in locales as diverse as Suriname, São Tomé and Príncipe, Mauritania, and Texas by restoring habitats, participating in conservation projects, and supporting academic research.

In São Tomé and Príncipe, Kosmos previously partnered with Fundação Príncipe (FP), a Príncipe-based organization devoted to environmental conservation. FP aims to protect biodiversity by improving the conservation status of the three species of sea turtles that nest on Príncipe and making the island safe for the additional two species of sea turtles that inhabit the island's waters. The partnership has made progress in several areas:

- Monitoring and protecting sea turtle populations through patrols of nesting beaches and surrounding waters, as well as engaging coastal communities
- Raising awareness in local communities to increase support for turtle conservation through an education campaign focusing on secondary school children and free divers, as well as a program to recruit students to be part of the wildlife observation team
- Filling critical research and knowledge gaps on the ecology, habitat and status of the sea turtles to better inform and guide targeted conservation actions
- Strengthening the capacity of local staff through managerial and technical training sessions

¹ <https://www.bbc.com/future/article/20210126-the-richest-human-made-marine-habitats-in-the-world>

² <https://www.bsee.gov/what-we-do/environmental-compliance/environmental-programs/rigs-to-reefs>



Conservation easements protect ecologically important sites like Sawtooth Mountain in West Texas.

Consistent with our sustainability efforts around the world, Kosmos previously supported The Nature Conservancy's efforts to establish a pair of conservation easements on Sawtooth Mountain, located in the Davis Mountains of West Texas.

Sawtooth Mountain is a West Texas landmark where the Chihuahuan Desert meets the sky islands of the Davis Mountains. While the region is widely considered one of the most scenic areas of Texas, it is also one of the most biologically diverse, home to several rare plants and animals that are found nowhere else in Texas.

The two easements protect more than 2,500 acres in this important region a few hours' drive from our U.S. headquarters. The landowner donated a large portion of these easements so the Conservancy was able to purchase them for \$1.5 million – nearly a million dollars under the appraised value. Kosmos joined with several companies to provide \$1.2 million in funding to secure the easements and preserve the area's unique lands.

In states such as Texas, where 95% of the land is privately owned, conservation easements serve as a critical tool to protect important lands and waters.

Marine Biodiversity

Conducted offshore, our seismic acquisition activities often provide unique insight into the presence of marine mammals, sea turtles, and sea birds. Where possible, we share this data with scientists and local research institutes. Over the years, we have contributed data for papers on Clymene dolphins in the Eastern Tropical Atlantic, whale and dolphin occurrence offshore Ireland, and sea turtle populations offshore Morocco.

Kosmos previously supported the Biodiversity Oil and Gas Program (BGP), a marine biodiversity initiative in Mauritania that aims to improve understanding and protection of offshore ecosystems. This ambitious research project was carried out by the Mauritanian Institute for Oceanographic and Fisheries Research in collaboration with the Royal Netherlands Institute for Sea Research.

BGP is a public-private partnership supported by both the Ministry of Environment and Ministry of Energy and aims to bring stakeholders together to improve marine biodiversity protection, regulatory capacity, and engagement among the various groups that use the ocean. Kosmos participated in BGP stakeholder dialogues and served as an industry resource for the program.



Well Integrity and Spill Prevention

Well Integrity

Based upon industry standards, applicable regulatory requirements, and recommended best practices, our Global Wells Standard serves as the overarching guidance document for all aspects of the well life cycle – from planning and execution through to final well abandonment.

The document incorporates the full spectrum of policies, guidelines and requirements needed to safely design, execute and operate wells, including:

- “The Standard” – our global HSE management system
- Change management standards
- Well delivery process
- Casing and tubing design guidelines
- Well control guidelines
- Well integrity management system (WIMS)
- Well suspension and abandonment guidelines

The WIMS further depicts how both design and mechanical integrity are implemented throughout the project lifecycle.

Kosmos also participates in multiple industry initiatives to inform our well integrity efforts, including the Helix Well Containment Group (HWCG) and International Association of Oil & Gas Producers (IOGP).

OIL SPILLS OCCURRING OVER THE PAST FIVE YEARS



Kosmos has not had any spills for the last five years, demonstrating the strength of our well integrity, asset integrity and spill prevention programs.

Asset Integrity

Kosmos conducts regular integrity management inspections of our operated assets to assess and mitigate potential integrity risks. Using high-definition video equipment, subsea infrastructure is evaluated in detail against more than a dozen different categories. During inspection, observations are noted and assigned a severity ranking.

Following the inspection, observations undergo a more thorough engineering assessment and review, providing a detailed description of potential integrity risks and a response plan for management and/or remediation. Response plans are then enacted and shared with responsible parties.

Spill Prevention

Kosmos has control measures in place to mitigate the risk of spills, leaks, or unpermitted discharges. These measures include:

- The establishment of discharge and release limits, which are communicated to employees, contractors, and partners. These standards are based on applicable Waste Management Plans (WMPs), Environmental Management Plans (EMPs), regulatory requirements, and/or recognized industry standards.
- Provision of secondary containment for liquid hydrocarbons held in vessels, tanks, drums, and other equipment, where the risk of spills or leaks exists.
- The completion of preventive maintenance and inspections for equipment.

In addition to these measures, our emergency response training and drill exercises further help us to be well-equipped to spot and address potential spills and act quickly in case of an emergency.

Site Closure and Rehabilitation

Kosmos is committed to the safe and environmentally responsible closure and abandonment of wells. In line with this commitment, our financial planning process is designed to incorporate sufficient funding for site closure and rehabilitation efforts at all sites of continuous operation.

Our WIMS includes provisions for well abandonments in line with industry best practices. We also maintain an Asset Retirement Obligation (ARO) plan for each of our assets, which is updated annually and further outlines closure procedures and estimated costs.

In addition to the WIMS and ARO plans, we conduct site assessments before and after operations to evaluate and address potential environmental impacts and establish remediation plans as necessary with input from governments and other key stakeholders.

We are committed to monitoring baseline conditions, participating in restoration efforts at all operational sites, and protecting the environment and marine life near all of our operations. While we have not yet had to decommission assets, we aim to utilize decommissioned infrastructure to enhance native biodiversity and marine life (see page [38](#) for reference).

Waste

Kosmos is committed to reducing and safely disposing of waste, including effluents, generated in our operations. The Environmental Protection element of The Standard sets out guidance and expectations for the minimization and proper disposal of waste.

As part of the ESIA process, we outline an action plan to facilitate appropriate waste management processes and procedures prior to beginning any material activities.

We also require the creation of a Waste Management Plan (WMP) for all operational activities based on government regulatory requirements and industry best practices, with accountability for all phases of waste management clearly stated in contracts and WMPs. Kosmos audits and/or inspects waste shipping and disposal companies prior to shipping any wastes, including effluents.

Water

Kosmos recognizes that the efficient and responsible use of water is critical for sustainable development. We are committed to effectively managing water consumption and disposal across our operations.

Given our current activity set is entirely offshore and we are not the operator for most of our operations, we do not encounter risks of water scarcity as it relates to our operations. Still, we are committed to integrating any potential risks posed by water scarcity into our business planning and working with partners to reduce water use where reasonably possible.

MONITORING OPERATIONS 24/7 IN THE SCADA ROOM

Housed in our Houston office, the Supervisory Control and Data Acquisition (SCADA) room allows for 24-hour monitoring of our operated wells. This helps us to quickly detect and respond to potential operational issues – especially in the case of leak prevention and detection. The room is staffed by experienced techs and Control Room Operators, selected for competency in spotting and understanding data trends that might point to operational issues.



Society and Communities

Kosmos aims to be a trusted partner, good corporate citizen, and catalyst for positive change in our host countries. We work with a range of stakeholders in order to maximize opportunities for local communities and contribute to global sustainable development.

Strong relationships are central to our success. While our legal license to operate is granted by national governments, we seek to obtain the broad support of communities directly associated with our operations and bring sustainable benefits to them.

Human Rights

As a responsible company, Kosmos is committed to acting as a force for good in our host countries. This requires a deep commitment to respecting human and indigenous rights – a commitment that we expect our employees, contractors, partners, suppliers, and co-venturers to share.

We are committed to implementing the U.N. Guiding Principles on Business and Human Rights and uphold the Universal Declaration of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. We strive to:

- Avoid causing or contributing to adverse human rights impacts;
- Prevent or mitigate adverse human rights impacts directly linked to our operations, products or services through our business relationships;
- Provide or support remediation for any adverse impacts that we might cause or contribute to.

Kosmos conducts due diligence and engages with stakeholders to better understand the nature of our potential impacts on indigenous and human rights. We use third-party experts to conduct independent

risk assessments across different phases of our operations.

Kosmos aims to implement the Voluntary Principles on Security and Human Rights in our operations. We have conducted security assessments and training sessions that incorporate the Voluntary Principles as guidance for any private security providers we might procure for office operations. Our goal is not only to prevent potential human rights abuses, but also to encourage security providers to serve as advocates for respecting and promoting human rights.

We recognize that monitoring and respecting human rights is an ongoing endeavor that requires active engagement. Our [Human Rights Policy](#) outlines the full set of expectations and actions we take to respect human rights wherever we operate.

Stakeholder Engagement

Kosmos takes action to understand the direct and indirect effects of our activities on people and communities. We inform local communities of our plans through accessible and culturally appropriate methods of communication and regularly seek their feedback.

Kosmos employees and contractors are required to behave in a manner that respects people and their cultures. When engaging with our host communities, we seek to adopt an inclusive approach to enable the views of any traditionally marginalized groups, including indigenous people groups, women, and young people.

Kosmos takes action to understand the direct and indirect effects of our activities on people and communities.

Our [Stakeholder Engagement and Community Development Policy](#) outlines these commitments in detail and holds us accountable for contributing to the development of our host nations.



Kosmos informs local communities of our plans through accessible and culturally appropriate methods of communication.

As a responsible company, Kosmos is committed to acting as a force for good in our host countries.

Social Supplier Standards

We exercise care in the selection of vendors, suppliers and contractors, and we expect these entities to adhere to the same high standards of conduct that we observe in our own company. Our contractor vetting process includes background checks and onboarding to evaluate alignment with Kosmos' values and policies. Master Services Agreements expressly require contractors to respect internationally recognized human rights, including not employing forced labor, trafficked labor or exploitative child labor, among other requirements that protect workers from inhumane treatment and discrimination.

We require suppliers to adhere to the standards set out in our Business Principles and supporting policies in their dealings with their employees, relevant public authorities and communities. In line with the Business Principles, we expect our contractors and suppliers to set responsible expectations for maximum working hours, living wages, work conditions, human rights, labor rights, and disciplinary action in their own operations.

In 2020, we added an additional layer of supplier and contractor vetting through the use of ISNetworld, a third-party vendor management system that allows Kosmos to screen contractors and vendors against an additional set of sustainability criteria. This vetting process requires suppliers and contractors to provide responses to a series of questions on their ESG initiatives, including efforts to protect human rights, provide fair wages, support sustainable development, mitigate emissions, practice high standards of ethical behavior, and mitigate emissions, among many others. This data will serve as the basis for further engagement on ESG with our suppliers and contractors in order to improve their performance against the criteria.

KOSMOS CONTRACTORS SUSTAINABILITY QUESTIONNAIRE ANALYTICS

(~136 Contractor Responses)



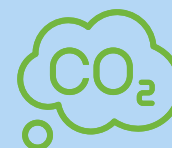
77%

have an environmental management system



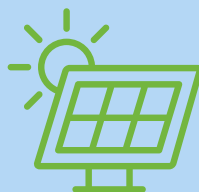
43%

track water usage



30%

have developed a strategy to reduce greenhouse gas emissions



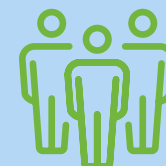
16%

are actively advancing the use of renewable energy



86%

are routinely identifying risks of corruption



55%

have a policy on human rights

In 2020, Kosmos collected baseline sustainability and ESG information from contractors and suppliers through ISNetworld. We are in the process of engaging with them on their Environmental Management Systems, water usage, GHG emissions reduction strategies, renewable energy use, and human rights policies as we seek to improve the awareness and progress of our suppliers and contractors.

Capacity Building and Local Content

We are dedicated to building human capacity and creating economic opportunities in the areas where we operate – both through our core business and our social investment programs.

Kosmos seeks to source goods, services, and employees locally whenever possible. This not only provides access to jobs for nationals of our host countries, but also enables businesses to access supply chain opportunities through Kosmos.

We work hard to build a network of local suppliers and provide training and capacity building opportunities to local communities. This capacity building includes training on the oil and gas industry for NGOs, civil society, governments, and journalists to enhance mutual understanding of the oil and gas project life-cycle and foster shared accountability.

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SUPPORTING SCHOOLS IN SÃO TOMÉ AND PRÍNCIPE

In São Tomé and Príncipe, where 60% of the population is under age 24, students and teachers face overcrowded classrooms, long commutes, and an insufficient number of teachers, many of whom lack necessary training.

To address some of these difficulties, Kosmos and our partners built and expanded three schools over the course of three years in Monte Café, Santana and Nevis.

Completed in 2020, these schools helped to improve access to quality education and reduce the average number of students per classroom.



Social Investment Approach

Kosmos aims to align our social investments with the development needs of each of our host countries and communities.

We recognize that the principal beneficial impacts for our host countries flow from the core activities of our operations. Still, we undertake a variety of additional social investment initiatives to provide further benefits to local communities.

Our social investment projects are guided by the following principles:

- We take a participatory approach to understand needs and seek to create broad-based benefits
- We invest in projects that aim to build local capacity or drive sustainable economic opportunity
- We require accountability and evaluate investments based on outcomes
- We integrate social investments with our core business and other activities when possible

These principles were used as the foundation for our flagship social investment program, the Kosmos Innovation Center, and remain fundamental for evaluating additional social investment initiatives in our host countries.

Kosmos Innovation Center

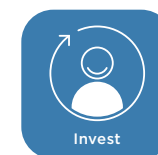
The Kosmos Innovation Center (KIC) invests in young entrepreneurs and small businesses. The KIC trains and empowers young entrepreneurs outside of the oil and gas sector to turn their ideas into viable, self-sustaining businesses and works alongside promising small businesses to help them reach their full potential.

The KIC exemplifies the Kosmos Energy social investment approach and demonstrates our commitment to the long-term sustainable development of our host countries.

The KIC works in three ways:



Inspire: Through localized, best-in-class leadership and entrepreneurship training, the KIC helps young individuals to see opportunities that others miss, giving them the confidence to view themselves as entrepreneurs and job creators.



Invest: The KIC provides a full lifecycle of support to promising entrepreneurs, start-ups, and small businesses through tailored coaching, skill building, expert mentorship, and seed funding.



Transform: Using a distinctive focus on commercial solutions and local knowledge, the KIC enables young entrepreneurs to tackle tough problems in their country's most critical sectors and channel their talent into innovative, private sector-led solutions.



Participants in the 2020-2021 Kosmos Innovation Center AgriTech Challenge in Ghana at the final pitch event.

KIC Ghana

The first of the KIC programs, KIC Ghana started in 2016. The program focuses on driving innovation in agriculture – the country's largest and most important sector – through three different programs: the AgriTech Challenge, Startup Incubator, and Business Booster

AgriTech Challenge

The AgriTech Challenge is an annual program that recruits, trains, and equips young individuals in Ghana who are interested in entrepreneurship and innovation.

Once selected, individuals go through rigorous training and market research to spot business opportunities across the agriculture value chain. Participants then form teams and compete in a series of pitch and elimination events, where their business plans are pitched to a panel of judges. During each successive pitch, teams are eliminated and business ideas are refined. The program culminates in the final pitch, where the remaining teams compete to win seed funding and at least a year of incubation.

The AgriTech Challenge has continued to grow and expand with each consecutive year – and in 2021, the KIC launched the AgriTech Challenge Pro, an acceleration program that helps pre-existing teams and startups to scale.

The AgriTech Challenge has trained over 600 participants in leadership and entrepreneurship to date.

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2020 KIC AGRITECH CHALLENGE WINNERS

The 2020 AgriTech Challenge was uniquely challenging due to COVID-19, which disrupted market research and forced training to go virtual. Despite these circumstances, participants demonstrated resilience and innovation in order to make it to the final pitch. The year's two winners were:



Fruitflour: a new start-up that produces and packages nutritious ready-to-serve baby food from fruits and vegetables.



OASAL Group: a new start-up that produces affordable ethanol from cashew apples, enabling farmers to earn additional income.

Start-up Incubator

When young entrepreneurs take the next step to form promising businesses, the KIC helps them refine their ideas, establish their companies, and overcome barriers to growth. This multi-year process involves more focused business training, specialized coaching, and potential access to seed funding from the KIC or other entities willing to invest startup or growth capital. The KIC Incubator has its own co-working space from which our start-ups run their businesses, host clients and receive coaching and support from KIC experts and mentors. The incubator currently supports 18 start-ups.

Business Booster

The Business Booster program aims to accelerate the growth of established small and medium enterprises (SMEs) in the agriculture sector. The program accomplishes this through two week-long 'Boot Camps' which help participants refine their business plans, mitigate financial and operational constraints, prototype new products and services, and prepare to meet potential investors.

Given the huge success of the KIC in Ghana, the program has recently sought out additional financing to expand its reach and ensure that the KIC continues to support small businesses and young entrepreneurs in Ghana for many years to come. We aim to report on this expansion in our 2022 Sustainability Report.

KIC Mauritania

We launched the Mauritania Innovation Challenge in 2018.

Similar to the AgriTech Challenge in Ghana, the Mauritania Innovation Challenge equips young entrepreneurs with the opportunity to develop their skills and learn how to make their business ideas a reality.

The program begins with field-based research, followed by classroom-based sessions where participants learn how to define a business problem, create a value proposition, and identify a target market.

Participants then engage in a series of pitch competitions. Following each subsequent pitch, entrepreneurs receive more intensive support and business development assistance from trained mentors, coaches, and business experts, allowing them to continue to hone their business models.

At the end of the program, participants pitch their business ideas and proposals to a panel of judges. The most promising ideas receive further technical assistance and potential seed funding to continue their growth journey.



Promoting Female Entrepreneurship with Women's Bootcamps

While we have long taken an inclusive approach to our entrepreneurship programs, the KIC began to take a more active role in promoting women entrepreneurs after noticing a decline in female participation.

After conducting surveys and focus groups to understand and address the cause of the decline in women's participation, it was determined that the KIC needed to provide enhanced support, targeted recruitment efforts, enhanced flexibility for women in caregiving roles, and to create opportunities for women to experience entrepreneurship before fully jumping into the program.

The Women's Bootcamp concept was first introduced in Mauritania. Over the course of seven days just before the start of the full Mauritania Innovation Challenge, selected women who had project ideas already in mind were given in-depth training on the entrepreneurship cycle, communication and finance, as well as interpersonal skills, client negotiation, and business analysis. They then used this training to develop their ideas and at the end of the course were assessed for entry into the full Mauritania Innovation Challenge. As a result, female participation rose from 15% to 40%.

Following the success of the program in Mauritania, the KIC also introduced a Women's Bootcamp in Ghana. This helped to develop a clear path for more actively recruiting Ghanaian women into the AgriTech Challenge program. Further, the KIC increased the number of women mentors in the program and created an informal women's group to support the unique experiences and pressures facing female entrepreneurs.

Kosmos will continue to monitor female retention and actively promote diversity within the KIC program.



Senegal Start-Up Accelerator

The Senegal Start-Up Accelerator equips agricultural entrepreneurs with the skills they need to develop and scale their businesses. In a typical year, the Accelerator consists of a week-long selection process, followed by a rigorous bootcamp, and a final pitch for a place in the full six-month Accelerator program.

In 2020 and 2021, however, the program instead focused on four past participants to help them build resilience and adapt their products in light of COVID-19. Over the course of six months, the Senegal Start-Up Accelerator supported entrepreneurs with individual coaching sessions, workshops, and additional funding to support their businesses and prevent bankruptcy.

At the end of the program, three out of four businesses were able to maintain their full teams. Additionally, with the increased support, some businesses were even able to expand their customer reach and tap into new markets.

For example, FraiSen, a strawberry company from the 2019 Start-Up Accelerator, initially saw a steep decline in sales due to the pandemic, which left so many excess berries that the company was forced to start sourcing extra freezer space to try to preserve fruit. With additional coaching and support, FraiSen adjusted its strategy, launched new products made from the excess berries, and created mechanisms for selling unsold inventory. This helped the company to remain resilient – and actually led to a 50% increase in sales.

Hunger Relief Programs

The Kosmos Hunger Relief Program was launched in response to the COVID-19 pandemic to help alleviate food insecurity in our communities and host countries around the world. Driven by employee-generated ideas, the Hunger Relief Program took a distinct form in each country to address the unique challenges facing our communities.



Dallas

In our Dallas headquarters, employees were passionate about addressing “food deserts” – areas where fresh, affordable produce is difficult to obtain. In response, Kosmos partnered with [Restorative Farms](#), a local nonprofit that aims to create a self-sustaining urban farm system, which helps provide fresh produce and create meaningful jobs and entrepreneurial training in South Dallas.

Our partnership with Restorative Farms covers three key areas:

Community-Supported Agriculture (CSA) Program

When COVID-19 shut down local farmer’s markets and restaurants, urban growers too small to supply grocery stores saw their revenue streams dry up. The CSA Program was launched to create a new market for these local growers.

Through the CSA Program, Kosmos employees subscribe to receive weekly produce packs, in turn enabling farmers to produce efficiently and at scale, enabling job training for urban growers, and providing

accessible, affordable produce for underserved communities. In the spring program alone, more than 4,000 pounds of produce were donated to South Dallas communities – a retail value of over \$37,000.

GroBoxes

“GroBoxes” are the primary activity of Restorative Farms. Inspired by the World War-era “Victory Gardens,” which encouraged at-home gardens to assist in the war effort, GroBoxes are backyard vegetable gardens that help contribute to community resilience and increase access to fresh produce in food deserts.



Hatcher Farms Nursery

With Kosmos' support, Restorative Farms expanded and refurbished its Hatcher Station nursery in South Dallas. As a self-sustaining non-profit farm, Hatcher Station serves as a training center for educating community members on urban growing – including how to maximize growing areas for best yields and maximizing profits.

With our support, Restorative Farms was able to attract additional funding, allowing them to continue to scale and deliver even more job training and affordable food to Dallas communities.



Houston

For our Houston Hunger Relief Program, we partnered with Brighter Bites, an organization that combines nutritional education with the provision of fresh produce to make a lasting impact on hunger. Over the 2020-2021 school year, Kosmos directly supported:

- The implementation of Brighter Bites across 28 Houston-area elementary schools, reaching approximately 12,500 families and teachers

- Distribution of more than five million pounds of fresh, seasonal produce
- Dissemination of hundreds of thousands of recipes, tip sheets, and digital nutrition education resources to families
- Integration of an evidence-based school health curriculum into classroom lessons as well as distance learning across 48 schools

Ghana

As part of the Ghana Hunger Relief Program, we donated \$50,000 worth of food items to 400 families, as well as three correctional facilities, extending support to some of the country's most vulnerable people.

We also harnessed the creativity of the Kosmos Innovation Center to make a lasting improvement on hunger, using past participants and agricultural experts to train inmates at a local prison to grow and cultivate vegetables, mushrooms and snails. In turn, this agricultural training will allow inmates to return to society and find meaningful work more quickly.



São Tomé and Príncipe

For the São Tomé and Príncipe Hunger Relief Program, local employees decided to host dedicated lunches for each of the seven districts of the two islands – Água Grande, Cantagalo, Caué, Lembá, Lobata, Mé-Zóchi and Pagué.

With seven local employees, one team member took responsibility for each district. Where possible, team members were paired with their home district, or where they had family connections, allowing the Kosmos team to determine how to best meet the needs of their community.

Employees worked directly with the district's local chamber of commerce to determine the most in-need kindergartens or nursing homes for selection. Where possible, ingredients and supplies for each luncheon were sourced from farmers and stores in the respective districts, further strengthening community resilience. In total, approximately 700 individuals were fed over 12 days.

Performance Data

The following data reflects our progress and performance against key ESG criteria through Dec. 31, 2020.

We report data from previous years to promote transparency and allow for year on year comparison.

In December 2020, Kosmos completed a farm down of our portfolio of exploration assets to B.V. Dordtsche Petroleum Maatschappij (“Shell”), a wholly-owned subsidiary of Royal Dutch Shell PLC (LSE: RDSA). As part of this farm down, Shell acquired Kosmos’ participating interest in blocks offshore São Tomé & Príncipe, Suriname, Namibia, and South Africa. The 2020 figures represent January 1, 2020, through the transaction’s close on December 10, 2020. We will not have data for Namibia, South Africa, or Suriname starting in 2021.

Kosmos exited Cote D’Ivoire in 2020. We have included relevant data from January 1, 2020 through our exit. We will not have data for Cote D’Ivoire starting in 2021.

Kosmos officially withdrew from Morocco and Western Sahara in 2017 but fulfilled the remainder of our contractual obligations in 2018-2019.

For an up-to-date list of our countries of operation, please visit our [website](#).

Employee Data

We prioritize the hiring and training of local staff from the countries in which we work. The “Local Employment” data does not include U.S. employees, and we define Expatriates as employees in local country offices who are living and working on a long-term assignment in a country not of their origin.

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|--------|------|------|------|------|
| EMPLOYEES AND HIRING | | | | | |
| Total Employees | 252 | 360 | 330 | 282 | 267 |
| Total Contractors | 93 | - | - | - | - |
| Total Part-time, Contract, or Temporary Workers | 94 | - | - | - | - |
| New Hires | 11 | 66 | 54 | 33 | 27 |
| Voluntary Turnover | 3.89% | 6% | 8% | 7% | 6% |
| Involuntary Turnover ¹ | 29.17% | 11% | - | - | 6% |

1. Kosmos made the difficult decision to reduce its workforce following the strategic shift away from frontier exploration and as a result of the downturn in oil prices and the onset of COVID-19. We took steps to ensure impacted employees were provided severance packages and additional support as they searched for new roles.

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|-----------------------------------|------|--------------------|------|------|------|
| TOTAL EMPLOYEES BY COUNTRY | | | | | |
| United States | 200 | 273 | 260 | 199 | 192 |
| Cote D'Ivoire | 0 | 4 | 0 | N/A | N/A |
| Equatorial Guinea | 3 | 6 (incl. 3 expats) | N/A | N/A | N/A |
| Ghana | 21 | 41 | 43 | 43 | 45 |
| Mauritania | 6 | 6 | 6 | 16 | 10 |
| São Tomé & Príncipe | 7 | 8 (incl. 1 expat) | 8 | 8 | 1 |
| Senegal | 4 | 3 | 5 | 8 | 10 |
| Suriname | 2 | 4 (incl. 1 expat) | 3 | 3 | 4 |
| United Kingdom | 9 | 8 | 5 | N/A | N/A |

| | | | | | |
|---------------------|----|---|---|---|---|
| CONTRACTORS | | | | | |
| United States | 80 | - | - | - | - |
| Cote D'Ivoire | 1 | - | - | - | - |
| Equatorial Guinea | 3 | - | - | - | - |
| Ghana | 7 | - | - | - | - |
| Mauritania | 1 | - | - | - | - |
| São Tomé & Príncipe | 0 | - | - | - | - |
| Senegal | 0 | - | - | - | - |
| Suriname | 0 | - | - | - | - |
| United Kingdom | 1 | - | - | - | - |

Employee Data (cont.)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|----------------------|------|------|------|------|------|
| LOCAL EMPLOYMENT (%) | | | | | |
| Local | 100% | 94% | 98% | 94% | 92% |
| Expatriate | 0% | 6% | 2% | 6% | 8% |

| | | | | | |
|----------------------|-----|-----|--|--|--|
| AGE DISTRIBUTION (%) | | | | | |
| 25 and under | 2% | 2% | | | |
| 26-30 | 8% | 11% | | | |
| 31-35 | 10% | 14% | | | |
| 36-40 | 20% | 16% | | | |
| 41-45 | 17% | 13% | | | |
| 46-50 | 14% | 10% | | | |
| 51-55 | 12% | 13% | | | |
| 56-60 | 8% | 9% | | | |
| 61 and older | 10% | 12% | | | |

| | | | | | | | | | | |
|-----------------------------------|--------|------|--------|------|--------|------|--------|------|--------|------|
| WORKFORCE GENDER DISTRIBUTION (%) | | | | | | | | | | |
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| United States | 37 | 63 | 37 | 63 | 33 | 67 | 34 | 66 | 33 | 67 |
| Cote D'Ivoire | - | - | 50 | 50 | - | - | - | - | - | - |
| Equatorial Guinea | 67 | 33 | 67 | 33 | - | - | - | - | - | - |
| Ghana | 33 | 67 | 27 | 73 | 28 | 72 | 26 | 74 | 27 | 73 |
| Mauritania | 50 | 50 | 50 | 50 | 50 | 50 | 25 | 75 | 30 | 70 |
| São Tomé & Príncipe | 29 | 71 | 29 | 71 | 0 | 100 | 25 | 75 | 25 | 75 |
| Senegal | 50 | 50 | 33 | 67 | 20 | 80 | 75 | 25 | 50 | 50 |
| Suriname | 100 | 0 | 67 | 33 | 25 | 75 | 25 | 75 | 33 | 67 |
| United Kingdom | 22 | 78 | 25 | 75 | 40 | 60 | - | - | - | - |

| | | | | |
|-----------------------------------|--------|------|--------|------|
| WORKFORCE GENDER DISTRIBUTION (%) | | | | |
| | Female | Male | Female | Male |
| Individual contributors | 46 | 54 | - | - |
| New hires | 27 | 73 | 44 | 56 |
| Managers | 24 | 76 | 30 | 70 |
| Senior Leadership Team | 20 | 80 | 18 | 82 |
| Board of Directors | 33 | 67 | 33 | 67 |
| All employees | 37 | 63 | 37 | 63 |

Employee Data (cont.)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|------------------------------------|------|------|------|------|------|
| MINORITIES (%) (US AND UK OFFICES) | | | | | |
| Individual contributors | 18% | - | | | |
| New hires | 45% | 36% | | | |
| Managers | 12% | 21% | | | |
| Senior Leadership Team | 10% | 14% | | | |
| Board of Directors | 17% | 17% | | | |
| All employees | 18% | 35% | | | |

Safety

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|--|------------------|------------------|------------------|------------------|------------------|
| MAN HOURS | | | | | |
| Employee | 548,732 | | | | |
| Contractor | 765,494 | | | | |
| Total | 1,314,226 | 1,741,971 | 2,014,348 | 3,110,164 | 2,314,907 |
| FATALITIES | | | | | |
| Employee | 0 | 0 | 0 | 0 | 0 |
| Contractor | 0 | 0 | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| LOST TIME INJURY RATE (LTIR) | | | | | |
| Employee | 0 | - | - | - | - |
| Contractor | 0.76 | - | - | - | - |
| Total | 0.76 | 0 | 0.5 | 0 | 0 |
| TOTAL RECORDABLE INJURY RATE (TRIR) | | | | | |
| Employee | 0 | 0 | | | |
| Contractor | 0.76 | 0 | | | |
| Total | 0.76 | 0 | 1.99 | 0.64 | 1.3 |
| HSE AND EMERGENCY RESPONSE TRAINING HOURS | | | | | |
| Employee | 819.5 | - | - | - | - |
| Contractor | 217 | - | - | - | - |
| Total | 1,036.5 | - | - | - | - |
| Average Training Hours per Employee | 3.25 | - | - | - | - |
| Average Training Hours per Contractor | 2.33 | - | - | - | - |

Environment

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|-------------------------------------|--------------|------------|--------------|--------------|------------|
| HAZARDOUS WASTE ¹ (TONS) | | | | | |
| Cote D'Ivoire ² | - | 0 | 0 | - | - |
| Equatorial Guinea ³ | 0 | 211 | 60 | - | - |
| Ghana ⁴ | 0 | 0 | 0 | 0 | 0 |
| Mauritania ⁵ | 0 | 0 | 0 | 830 | 299 |
| Morocco ⁶ | - | - | 111 | 0 | 0 |
| Namibia ⁷ | - | - | - | - | - |
| São Tomé & Príncipe | 55 | 13 | 0 | 0 | 0 |
| Senegal ⁵ | 0 | 0 | 165 | 319 | 112 |
| South Africa ⁸ | 0 | - | - | - | - |
| Suriname ⁹ | - | 0 | 1,182 | 2 | 11 |
| United States ¹⁰ | 4,566 | - | - | - | - |
| Western Sahara ⁶ | - | - | 117 | 0 | 0 |
| Total | 4,621 | 224 | 1,635 | 1,151 | 422 |

1. Kosmos is reporting US hazardous waste in our Sustainability Report. However, this waste is exempt from EPA reporting in accordance with 40 CFR 261.4(b)(5).

2. Kosmos was only active in Cote D'Ivoire in 2018 and 2019. We exited the country in 2020.

3. Kosmos entered Equatorial Guinea in 2017. The first full year of data available is 2018. While Kosmos is not the operator of production assets in Equatorial Guinea, we hold interest in offshore exploration blocks and engage in exploration-related operated activities.

4. Kosmos is not the operator of production assets in Ghana.

5. Kosmos remains a partner in Mauritania and Senegal, but BP assumed the role of operator in 2018. The last full year of data for Kosmos as operator in Mauritania and Senegal is 2017.

6. Kosmos officially withdrew from Morocco and Western Sahara in 2017. We fulfilled the remainder of our contractual obligations in 2018-2019.

7. Kosmos completed an agreement with B.V. Dordtsche Petroleum Maatschappij ("Shell"), a wholly-owned subsidiary of Royal Dutch Shell PLC (LSE: RDSA), to farm down interests in Namibia in 2020. Kosmos entered into Namibia in 2019. We did not undertake any operational activities during our time in Namibia.

8. Kosmos entered South Africa in 2019. The first full year of data available is 2020.

9. Kosmos completed an agreement with B.V. Dordtsche Petroleum Maatschappij ("Shell"), a wholly-owned subsidiary of Royal Dutch Shell PLC (LSE: RDSA), to farm down interests in Suriname in 2020. The last full year of available data is 2019.

10. Kosmos acquired Deep Gulf Energy (DGE), and our U.S. operational assets, in 2018. The first full year of available data is 2020.

Environment (cont.)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|--|------------|-----------|--------------|------------|------------|
| NON-HAZARDOUS WASTE (m ³) ¹ | | | | | |
| Cote D'Ivoire | - | 0 | 0 | - | - |
| Equatorial Guinea | 0 | 50 | 357 | - | - |
| Ghana | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 413 | 297 |
| Morocco | - | - | 62 | 0 | 0 |
| Namibia | - | - | - | - | - |
| São Tomé & Príncipe | 75 | 31 | 0 | 0 | 0 |
| Senegal | 0 | 0 | 75 | 136 | 114 |
| South Africa | 0 | - | - | - | - |
| Suriname | 0 | 0 | 622 | 7 | 83 |
| United States | 154 | - | - | - | - |
| Western Sahara | - | - | 407 | 0 | 0 |
| Total | 229 | 81 | 1,523 | 556 | 494 |
| WASTE RECYCLED/REUSED/TREATED (%) | | | | | |
| Cote D'Ivoire | - | 0 | 0 | - | - |
| Equatorial Guinea | 0 | 24% | 37% | - | - |
| Ghana | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 45% | 54% |
| Morocco | - | - | 20% | 0 | 0 |
| Namibia | - | - | - | - | - |
| São Tomé & Príncipe | 0 | 0 | 0 | 0 | 0 |
| Senegal | 0 | 0 | 42% | 62% | 43% |
| South Africa | 0 | - | - | - | - |
| Suriname | - | 0% | 50% | 85% | 10% |
| United States | 40% | - | - | - | - |
| Western Sahara | - | - | 24% | 0 | 0 |

1. Prior to 2020 non-hazardous waste was reported in tons.

Environment (cont.)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|---|---------------|--------------|---------------|---------------|--------------|
| FRESHWATER CONSUMED/WITHDRAWN (m³) | | | | | |
| Cote D'Ivoire | - | 0 | 0 | - | - |
| Equatorial Guinea | 0 | 3,434 | 1,260 | - | - |
| Ghana | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 26,799 | 1,728 |
| Morocco | - | - | 225 | 0 | 0 |
| Namibia | - | - | - | - | - |
| São Tomé & Príncipe | 1,930 | 368 | 0 | 7,012 | 0 |
| Senegal | 0 | 0 | 5,987 | 6,159 | 3,082 |
| South Africa | 0 | - | - | - | - |
| Suriname | - | 0 | 16,300 | 0 | 3,744 |
| United States | 9,922 | 0 | - | - | - |
| Western Sahara | - | - | 352 | 0 | 0 |
| Total | 11,852 | 3,802 | 24,124 | 39,970 | 8,554 |
| FRESHWATER CONSUMED/WITHDRAWN IN WATER-STRESSED REGIONS (%) | | | | | |
| Total Freshwater Consumed in Water-Stressed Regions | 0 | 0 | 0 | 0 | 0 |
| Total Freshwater Withdrawn in Water-Stressed Regions | 0 | 0 | 0 | 0 | 0 |
| ENVIRONMENTAL FINES AND PENALTIES | | | | | |
| Cote D'Ivoire | - | 0 | 0 | - | - |
| Equatorial Guinea | 0 | 0 | 0 | - | - |
| Ghana | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 0 | 0 |
| Morocco | - | - | 0 | 0 | 0 |
| Namibia | - | - | - | - | - |
| São Tomé & Príncipe | 0 | 0 | 0 | 0 | 0 |
| Senegal | 0 | 0 | 0 | 0 | 0 |
| South Africa | 0 | - | - | - | - |
| Suriname | - | 0 | 0 | 0 | 0 |
| United States | 0 | 0 | - | - | - |
| Western Sahara | - | - | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |

Environment (cont.)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|--|--|----------|----------|----------|----------|
| HYDROCARBON SPILLS | | | | | |
| Cote D'Ivoire | - | 0 | 0 | - | - |
| Equatorial Guinea | 0 | 0 | 0 | - | - |
| Ghana | 0 | 0 | 0 | 0 | 0 |
| Mauritania | 0 | 0 | 0 | 0 | 0 |
| Morocco | - | - | 0 | 0 | 0 |
| Namibia | - | - | - | - | - |
| São Tomé & Príncipe | 0 | 0 | 0 | 0 | 0 |
| Senegal | 0 | 0 | 0 | 0 | 0 |
| South Africa | 0 | - | - | - | - |
| Suriname | - | 0 | 0 | 0 | 0 |
| United States | 0 | 0 | - | - | - |
| Western Sahara | - | - | 0 | 0 | 0 |
| Total | 0 | 0 | 0 | 0 | 0 |
| BIODIVERSITY IMPACTS | | | | | |
| Volume of Spills in the Arctic (bbls) | N/A - Kosmos does not operate in the Arctic. | | | | |
| Volume of Spills impacting shorelines with ESI rankings 8-10 | N/A - with 0 spills, no shorelines were impacted. | | | | |
| Volume Recovered | N/A - with 0 spills, no volume was available to recover. | | | | |

Air Emissions

| | 2020 | 2019 | 2018 |
|---|-----------|--------|---------|
| Gross Global Scope 1 Emissions (tonnes CO ₂ e) | 42,632 | 39,058 | 109,309 |
| Gross Global Scope 2 Emissions (location-based) (tonnes CO ₂ e) | 877.18 | 1,330 | 1,026 |
| Gross Global Scope 1 and Scope 2 Emissions (tonnes CO ₂ e) | 43,509.18 | 40,388 | 110,335 |
| Scope 3 Category 6 Emissions: Business Travel (tonnes CO ₂ e) ¹ | 216 | 1,110 | 2,019 |
| Carbon Dioxide (CO ₂) (tonnes) | 41,752 | 38,249 | 107,196 |
| Methane (CH ₄) (tonnes) | 2.50 | 2.29 | 6 |
| Nitrous Oxide (N ₂ O) (tonnes) | 3.05 | 2.81 | 7 |
| Carbon Dioxide (CO ₂) (tonnes CO ₂ e) | 41,752 | 38,249 | 107,196 |
| Methane (CH ₄) (tonnes CO ₂ e) | 70 | 64 | 171 |
| Nitrous Oxide (N ₂ O) (tonnes CO ₂ e) | 809 | 745 | 1,942 |
| Scope 1 Methane Emissions (percent methane) | 0.16 | 0.16 | 0.16 |
| % Emissions Covered under Emissions-Limiting Regulations ² | 61.96 | 72.21 | - |

1. 2019 data has been restated to reflect improvements in our data collection and analysis. The 2018 data does not reflect the updated approach.

2. Roughly 60% of our emissions from 2020 occurred in the U.S. Gulf of Mexico, which is subject to mandatory federal (U.S. EPA) greenhouse gas reporting regulations.

| | 2020 | 2019 | 2018 |
|---|---------------|-----------------|---------------|
| SCOPE 1/2 EMISSIONS INTENSITY | | | |
| Total Revenue (USD) | \$896,198,000 | \$1,509,909,000 | \$902,369,000 |
| Tonnes Scope 1 and Scope 2 CO ₂ e per \$ revenue | 0.000049 | 0.000027 | 0.00012 |
| Tonnes Scope 1 CO ₂ e per \$ revenue | 0.000048 | 0.000026 | 0.000121 |

Air Emissions (cont.)

| | 2020 | 2019 | 2018 |
|---|--------|--------|--------|
| SCOPE 1 EMISSIONS BY COUNTRY (TONNES CO ₂ e) | | | |
| Cote D'Ivoire ¹ | - | 0 | 0 |
| Equatorial Guinea ² | 0 | 9,006 | 27,878 |
| Ghana ³ | 0 | 0 | 0 |
| Mauritania ⁴ | 0 | 0 | 0 |
| Morocco ⁵ | - | - | 653 |
| Namibia ⁶ | - | - | 0 |
| São Tomé & Príncipe | 16,216 | 1,849 | 0 |
| Senegal ⁴ | 0 | 0 | 15,368 |
| South Africa ⁷ | 0 | - | 0 |
| Suriname ⁸ | - | 0 | 43,865 |
| United States ⁹ | 26,416 | 28,203 | - |
| Western Sahara ⁵ | - | - | 21,547 |

1. Kosmos was only active in Cote D'Ivoire in 2018 and 2019. We exited the country in 2020.

2. Kosmos entered Equatorial Guinea in 2017. The first full year of data available is 2018. While Kosmos is not the operator of production assets in Equatorial Guinea, we hold interest in offshore exploration blocks and engage in exploration-related operated activities.

3. Kosmos is not the operator of production assets in Ghana.

4. Kosmos remains a partner in Mauritania and Senegal, but BP assumed the role of operator in 2018. The last full year of data for Kosmos as operator in Mauritania and Senegal is 2017.

5. Kosmos officially withdrew from Morocco and Western Sahara in 2017. We fulfilled the remainder of our contractual obligations in 2018-2019.

6. Kosmos completed an agreement with B.V. Dordtsche Petroleum Maatschappij ("Shell"), a wholly-owned subsidiary of Royal Dutch Shell PLC (LSE: RDSA), to farm down interests in Namibia in 2020. Kosmos entered into Namibia in 2019. We did not undertake any operational activities during our time in Namibia.

7. Kosmos entered South Africa in 2019. The first full year of data available is 2020.

8. Kosmos completed an agreement with B.V. Dordtsche Petroleum Maatschappij ("Shell"), a wholly-owned subsidiary of Royal Dutch Shell PLC (LSE: RDSA), to farm down interests in Suriname in 2020. The last full year of available data is 2019.

9. Kosmos acquired Deep Gulf Energy (DGE), and our U.S. operational assets, in 2018. The first full year of available data is 2019.

Air Emissions (cont.)

| | 2020 | 2019 | 2018 |
|--|--------|--------|---------|
| SCOPE 1 EMISSIONS BY ACTIVITY (TONNES CO₂e) | | | |
| Combustion | 42,632 | 39,058 | 109,309 |
| Flaring | 0 | 0 | 0 |
| Venting | 0 | 0 | 0 |
| Fugitives | 0 | 0 | 0 |
| Process | 0 | 0 | 0 |
| SCOPE 1 EMISSIONS BY DIVISION (TONNES CO₂e) | | | |
| Exploration | 16,216 | 10,855 | 109,309 |
| Gulf of Mexico Business Unit | 26,416 | 28,203 | 0 |
| Mauritania and Senegal Business Unit | 0 | 0 | 0 |
| Ghana Business Unit | 0 | 0 | 0 |
| Equatorial Guinea Business Unit | 0 | 0 | 0 |
| LOCATION-BASED SCOPE 2 EMISSIONS BY COUNTRY/CITY (TONNES CO₂e) | | | |
| Ghana | 118 | 202 | 217 |
| U.S. Total | 760 | 1129 | 2,123 |
| Dallas | 490 | 615 | - |
| Houston | 270 | 514 | - |
| LOCATION-BASED SCOPE 2 EMISSIONS BY ACTIVITY (TONNES CO₂e) | | | |
| Office Energy | 877 | 1,330 | 2,340 |
| Exploration and Appraisal | 0 | 0 | 0 |
| Production | 0 | 0 | 0 |

Air Emissions (cont.)

| | 2020 | 2019 | 2018 |
|--|-----------|-----------|------|
| CARBON DIOXIDE (CO ₂) (TONNES) | | | |
| Cote D'Ivoire | - | 0 | |
| Equatorial Guinea | 0 | 8,819 | |
| Ghana | 0 | 0 | |
| Mauritania | 0 | 0 | |
| Morocco | - | - | |
| Namibia | - | - | |
| São Tomé & Príncipe | 15,882 | 1,811 | |
| Senegal | 0 | 0 | |
| South Africa | 0 | - | |
| Suriname | - | 0 | |
| United States | 25,870 | 27,619 | |
| Western Sahara | - | - | |
| SULFUR DIOXIDE (SO ₂) (TONNES) | | | |
| Cote D'Ivoire | - | 0 | |
| Equatorial Guinea | 0 | 12 | |
| Ghana | 0 | 0 | |
| Mauritania | 0 | 0 | |
| Morocco | - | - | |
| Namibia | - | - | |
| São Tomé & Príncipe | 21 | 2 | |
| Senegal | 0 | 0 | |
| South Africa | 0 | - | |
| Suriname | - | 0 | |
| United States | 34 | 37 | |
| Western Sahara | - | - | |
| Total | 55 | 51 | |

Air Emissions (cont.)

| | 2020 | 2019 | 2018 |
|---|-------------|-------------|------|
| MONO-NITROGEN OXIDES (NO_x) (TONNES) | | | |
| Cote D'Ivoire | - | 0 | |
| Equatorial Guinea | 0 | 175 | |
| Ghana | 0 | 0 | |
| Mauritania | 0 | 0 | |
| Morocco | - | - | |
| Namibia | - | - | |
| São Tomé & Príncipe | 313 | 36 | |
| Senegal | 0 | 0 | |
| South Africa | 0 | - | |
| Suriname | - | 0 | |
| United States | 512 | 547 | |
| Western Sahara | - | - | |
| Total | 825 | 758 | |
| METHANE (CH₄) (TONNES) | | | |
| Cote D'Ivoire | - | 0 | |
| Equatorial Guinea | 0 | 0.53 | |
| Ghana | 0 | 0 | |
| Mauritania | 0 | 0 | |
| Morocco | - | - | |
| Namibia | - | - | |
| São Tomé & Príncipe | 0.95 | 0.11 | |
| Senegal | 0 | 0 | |
| South Africa | 0 | - | |
| Suriname | - | 0 | |
| United States | 1.55 | 1.65 | |
| Western Sahara | - | - | |
| Total | 2.50 | 2.29 | |

Air Emissions (cont.)

| | 2020 | 2019 | 2018 |
|--|-----------|-----------|------|
| VOLATILE ORGANIC COMPOUNDS (VOCs) (TONNES) | | | |
| Cote D'Ivoire | - | 0 | |
| Equatorial Guinea | 0 | 6 | |
| Ghana | 0 | 0 | |
| Mauritania | 0 | 0 | |
| Morocco | - | - | |
| Namibia | - | - | |
| São Tomé & Príncipe | 11 | 1 | |
| Senegal | 0 | 0 | |
| South Africa | 0 | - | |
| Suriname | - | 0 | |
| United States | 17 | 18 | |
| Western Sahara | - | - | |
| Total | 28 | 25 | |

Payments to Governments as of year end 2020¹ (USD)

Kosmos Energy Ltd. has prepared the following consolidated report in respect of payments made to governments for the year ended 31 December 2020 in accordance with the Reports on Payments to Governments Regulations 2014 (2014/3209) as amended by the Reports on Payments to Governments (Amendment) Regulations 2015 (2015/1928) and DTR 4.3A of the Financial Conduct Authority's Disclosure and Transparency Rules. Our more detailed project-level and receiving-entity level payments to governments data can be found on our [website](#).

Payments to Governments (USD)¹

| | COTE D'IVOIRE | EQUATORIAL GUINEA | GHANA | MAURITANIA | SÃO TOMÉ & PRÍNCIPE | SENEGAL | SURINAME | UNITED STATES |
|--|---------------|----------------------|---------------------|------------|---------------------|----------|----------|---------------------|
| Income Taxes ³ | - | \$78,772,000 | \$37,600,000 | - | - | - | - | \$(12,311,000) |
| Royalties (bbls) ² | - | 574,000 | 518,000 | - | - | - | - | 952,000 |
| Estimated Royalties (\$s) ² | - | \$23,758,000 | \$21,440,000 | - | - | - | - | \$36,826,000 |
| Dividends | - | - | - | - | - | - | - | - |
| Bonuses | - | - | - | - | - | - | - | \$125,000 |
| License Fees (Surface Rentals, Permitting Fees, etc) | - | - | \$26,000 | - | - | - | - | \$2,125,000 |
| Infrastructure Improvement | - | - | - | - | - | - | - | - |
| Total | - | \$102,530,000 | \$59,066,000 | - | - | - | - | \$26,765,000 |

The Payments to Government data are reflective of direct payments made to government entities by Kosmos Energy. These payments are categorized consistent with the Report on Payments to Governments Regulations 2014 (as amended in December 2015) (the Regulations). The Regulations enact domestic rules in line with Directive 2013/34/EU (the EU Accounting Directive (2013)). Kosmos Energy has also included supplementary disclosures of payments to governments in addition to those prescribed by the Regulations. Please see the footnotes below for further detail on the payments we made to our host country governments in 2020.

1. Our summary, project-level and receiving-entity level payments to government disclosures are also available on our website at www.kosmosenergy.com/responsibility/transparency.php.

2. Royalties are paid to the Government of Ghana and the Republic of Equatorial Guinea in barrels of oil out of Kosmos Energy's working interest share of production. The value of the royalties disclosed above are based on the annual average of daily Brent prices of \$41.39 during 2020. United States amounts above are determined based on actual sales prices.

3. Inclusive of income tax refunds received

In addition to the above Payments to Governments, Kosmos Energy Ltd. has prepared the following supplemental information for the year ended 31 December 2020.

Payments to Governments (USD) - Supplemental Information

| | COTE D'IVOIRE | EQUATORIAL GUINEA | GHANA | MAURITANIA | SÃO TOMÉ & PRÍNCIPE | SENEGAL | SURINAME | UNITED STATES |
|---|---------------|-------------------|-------------|------------|---------------------|-----------|-----------|---------------|
| Production Entitlements (bbls) ¹ | - | \$583,000 | - | - | - | - | - | - |
| Estimated Production Entitlements (\$s) ¹ | - | \$24,130,000 | - | - | - | - | - | - |
| Env't, Capacity Building & Social Projects ² | \$1,500,000 | - | - | - | - | - | - | - |
| Training ² | \$750,000 | \$500,000 | - | - | \$80,000 | - | - | - |
| Taxes (Non-Income) ³ | \$319,000 | \$191,000 | \$6,700,000 | \$467,000 | \$141,000 | \$237,000 | \$477,000 | \$4,146,000 |
| Other ⁴ | \$13,000 | - | - | - | \$400,000 | - | - | - |

1. Production entitlements are paid to the Republic of Equatorial Guinea in barrels of oil based on their participating interest. The production entitlement amounts presented represent Kosmos Energy's participating share received by the Republic of Equatorial Guinea. The value of the production entitlements disclosed above are based on the annual average of daily Brent prices of \$41.39 during 2020.

2. Represents payments made directly to government for satisfaction of obligations per the Petroleum Agreements and/or Petroleum Sharing Contracts (PSCs), as applicable. In addition to the numbers above, Kosmos made payments to third party training providers and/or national oil company employees in accordance with training obligations per the PSCs totaling \$466,000 in Equatorial Guinea and \$2,000 in Sao Tome and Principe.

3. Primarily withholding taxes on interest payments, employer paid payroll-related taxes, and property taxes paid on pipe and tangible goods inventory stored at various onshore locations in the United States. These values are exclusive of withholding taxes remitted on behalf of service providers.

4. Primarily relates to transactional transfer fees.

Social Investment Spending (USD)

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|--------------------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| Cote D'Ivoire | \$501,000 | \$498,000 | \$253,000 | - | - |
| Equatorial Guinea | \$1,199,000 | \$669,000 | \$3,153,000 | - | - |
| Ceiba/Okume Partnership ¹ | \$518,000 | \$2,061,000 | | | |
| Ghana | \$1,217,000 | \$1,858,000 | \$1,445,000 | \$1,339,000 | \$883,000 |
| Jubilee/TEN Partnership ¹ | \$454,000 | \$359,000 | | | |
| Mauritania ² | \$1,860,000 | \$829,000 | \$409,000 | \$55,000 | \$305,000 |
| Morocco | - | - | \$37,000 | \$80,000 | \$88,000 |
| Namibia ¹ | \$867,000 | \$35,000 | - | - | - |
| São Tomé & Príncipe ³ | \$2,662,000 | \$1,871,000 | \$666,000 | \$200,000 | \$69,000 |
| Senegal ² | \$662,000 | \$407,000 | \$125,000 | \$24,000 | \$422,000 |
| South Africa ¹ | \$280,000 | - | - | - | - |
| Suriname | \$49,000 | \$107,000 | \$427,000 | \$88,000 | \$104,000 |
| United States | \$224,000 | \$449,000 | \$471,000 | \$611,000 | \$462,000 |
| Western Sahara | - | \$200,000 | \$54,000 | \$86,000 | \$42,000 |
| Total | \$10,493,000 | \$9,343,000 | \$7,040,000 | \$2,483,000 | \$2,375,000 |

1. Kosmos Energy's participating interest in social investments of the non-Kosmos operated assets, which may not necessarily represent actual social investments made by the operator during the reporting period.

2. Amounts may differ from Kosmos Energy financial statements due to funding arrangements with commercial partners and includes Kosmos Energy's participating interest in social investments of the non-Kosmos operated assets, which may not necessarily represent actual social investments made by the operator during the reporting period.

3. Includes Kosmos Energy's participating interest in social investments of the non-Kosmos operated assets, which may not necessarily represent actual social investments made by the operator during the reporting period.

Grievances Logged and Grievances Resolved

| | 2020 | 2019 | 2018 | 2017 | 2016 |
|---------------------|------|------|------|-------|------|
| Cote D'Ivoire | - | 0/0 | 0/0 | - | - |
| Equatorial Guinea | 0/0 | 0/0 | 0/0 | - | - |
| Ghana | 1/1 | 0/0 | 4/4 | 3/3 | 5/2 |
| Mauritania | 0/0 | 0/0 | 0/0 | 0/0 | 1/1 |
| Morocco | - | - | - | 28/27 | 0/0 |
| São Tomé & Príncipe | 0/0 | 0/0 | 0/0 | 1/1 | - |
| Senegal | 0/0 | 0/0 | 0/0 | 0/0 | 0/0 |
| Suriname | - | 0/0 | 0/0 | 0/0 | 0/0 |
| United States | - | - | - | - | - |
| Western Sahara | - | - | - | 0/0 | 0/0 |

Additional Data

| 2020 | | | |
|--|--------------------------------------|--|---|
| Reserves in or near areas of conflict (%) | | | 0 |
| Reserves in or near indigenous land (%) ¹ | | | 0 |
| Number of onshore sites | | | N/A - Kosmos only has offshore operations. |
| Amount invested in renewable energy | | | \$0 |
| Revenue generated by renewable energy sales | | | \$0 |
| SALES VOLUMES (IN THOUSANDS) | | | |
| Oil sales volumes (MBbl) | | | 20,531 |
| Natural gas production (MMcf) | | | 5,867 |
| NGL (MBbl) | | | 602 |
| Total (Mboe) | | | 22,111 |
| Total (Boepd) | | | 60,412 |
| | | | |
| | PERCENTAGE OF TOTAL SALES VOLUMES | YEAR-END ESTIMATED PROVED RESERVES (MMBOE) | PERCENTAGE OF TOTAL ESTIMATED PROVED RESERVES |
| SITE INFORMATION | | | |
| Ghana | 44% | 73 | 53 |
| Equatorial Guinea ² | 18% | 27 | 19 |
| U.S. Gulf of Mexico | 38% | 39 | 28 |

1. Kosmos has offshore operations located more than 5 km from shore, therefore our reserves are not located in or near indigenous land.

2. Equatorial Guinea is one of the 20 lowest ranked countries in Transparency International's Corruption Perception Index. Kosmos takes measures to protect against corruption in our operations. For more information, visit kosmosenergy.com/transparency.

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The background of the slide is an abstract pattern of overlapping, wavy bands in various shades of blue and white. The waves flow horizontally across the frame, creating a sense of movement and depth. The colors range from very light, almost white, to a deep, dark blue.

Oil & Gas Exploration and Production - Index of Applicable Standards

| ACCOUNTING METRIC | CATEGORY | UNIT OF MEASURE | CODE | REFERENCE |
|--|-------------------------|---|---|-----------|
| EMPLOYEE DATA | | | | |
| New Hires, Voluntary Turnover, Involuntary Turnover | Quantitative | Number | GRI 401-1 | 52 |
| Age Distribution, Workforce Gender Distribution, Minorities | Quantitative | Percentage (%) | GRI 405-1 | 53-54 |
| GREENHOUSE GAS EMISSIONS | | | | |
| Gross global Scope 1 emissions (tonnes CO ₂ e), percentage methane, percentage covered under emissions-limiting regulations | Quantitative | Metric tons CO ₂ e (t), Percentage (%) | EM-EP-110a.1 World Resources Institute ("WRI") / World Business Council for Sustainable Development's ("WBCSD") The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Gross global Scope 1 emissions | 60 |
| Amount of gross global Scope 1 emissions from: (1) flared hydrocarbons, (2) other combustion, (3) process emissions, (4) other vented emissions, and (5) fugitive emissions | Quantitative | Metric tons CO ₂ e (t) | EM-EP-110a.2 | 62 |
| Discussion of long and short term strategy/plan to manage Scope 1 emissions targets, and an analysis of performance against those targets | Discussion and Analysis | n/a | EM-EP-110a.3 | 33-36 |
| Gross Global Scope 2 Emissions (location-based) (tonnes CO ₂ e) | Quantitative | Metric tons (t) | "WRI/WBCSD's The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, WRI/WBCSD's The Greenhouse Gas Protocol Scope 2 Guidance Gross global Scope 2 emissions" | 60 |
| AIR QUALITY | | | | |
| Air emissions of the following pollutants: (1)NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOCs), and (4) particulate matter (PM10) | Quantitative | Metric tons (t) | EM-EP-120a.1 | 63-65 |
| HAZARDOUS WASTE (TONS) | | | | |
| Total weight of waste generated in metric tons | Quantitative | Metric tons (t) | GRI 306-3a | 56 |

Oil & Gas Exploration and Production - Index of Applicable Standards (cont.)

| ACCOUNTING METRIC | CATEGORY | UNIT OF MEASURE | CODE | REFERENCE |
|--|-------------------------|---|---|--|
| WATER MANAGEMENT | | | | |
| (1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress | Quantitative | Thousand cubic meters (m ³), Percentage (%) | EM-EP-140a.1 | 58 |
| Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used | Quantitative | Percentage (%) | EM-EP-140a.3 | n/a; Kosmos does not engage in hydraulic fracturing. |
| Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline | Quantitative | Percentage (%) | EM-EP-140a.4 | n/a; Kosmos does not engage in hydraulic fracturing. |
| ENVIRONMENTAL FINES AND PENALTIES | | | | |
| Total monetary value of significant fines, total number of non-monetary sanctions | Quantitative | Reporting Currency, Number | GRI 307-1 | 58 |
| BIODIVERSITY IMPACTS | | | | |
| Description of environmental management policies and practices for active sites | Discussion and Analysis | n/a | EM-EP-160a.1 | 37-41 |
| Number and aggregate volume of hydrocarbon spills, volume in Arctic, volume impacting shorelines with ESI rankings 8-10, and volume recovered | Quantitative | Number, Barrels (bbls) | EM-EP-160a.2 | 59 |
| SECURITY, HUMAN RIGHTS & RIGHTS OF INDIGENOUS PEOPLES | | | | |
| Percentage of (1) proved and (2) probable reserves in or near areas of conflict | Quantitative | Percentage (%) | EM-EP-210a.1 | 0% |
| Percentage of (1) proved and (2) probable reserves in or near indigenous land | Quantitative | Percentage (%) | EM-EP-210a.2 | 0% |
| Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict | Discussion and Analysis | n/a | EM-EP-210a.3 | 43 |
| COMMUNITY RELATIONS | | | | |
| Discussion of process to manage risks and opportunities associated with community rights and interests | Discussion and Analysis | n/a | EM-EP-210b.1 | 43-46 |
| PAYMENTS TO GOVERNMENTS (USD) | | | | |
| Direct payments made to government entities by Kosmos Energy | Quantitative | Reporting Currency | Report on Payments to Governments Regulations 2014 (as amended in December 2015) (the Regulations). | 66 |
| SOCIAL INVESTMENT SPENDING | | | | |
| Total social investment spending | Quantitative | Reporting Currency | GRI 201-1.a.ii | 67 |

Oil & Gas Exploration and Production - Index of Applicable Standards (cont.)

| ACCOUNTING METRIC | CATEGORY | UNIT OF MEASURE | CODE | REFERENCE |
|--|-------------------------|---|---|---|
| WORKFORCE HEALTH & SAFETY | | | | |
| (1) Total fatalities, (2) Lost time injury rate (LTIR), (3) Total Recordable Injury Rate (TRIR), and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees | Quantitative | Rate, Hours (h) | EM-EP-320a.1 IOGP Report January 2021 - Safety data reporting user guide - Scope and definitions (2020 data) | 55 |
| Discussion of management systems used to integrate a culture of safety throughout the exploration and production lifecycle | Discussion and Analysis | n/a | EM-EP-320a.2 | 25-28 |
| RESERVES VALUATION & CAPITAL EXPENDITURES | | | | |
| Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions | Quantitative | Million barrels (MMbbls), Million standard cubic feet (MMscf) | EM-EP-420a.1 | Climate Risk and Resilience Report, 26-31 |
| Amount invested in renewable energy, revenue generated by renewable energy sales | Quantitative | Reporting Currency | EM-EP-420a.3 | 69 |
| Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition, and development of assets | Discussion and Analysis | n/a | EM-EP-420a.4 | Climate Risk and Resilience Report, 26-31 |
| BUSINESS ETHICS & TRANSPARENCY | | | | |
| Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index | Quantitative | Percentage (%) | EM-EP-510a.1 | 69 |
| Description of the management system for prevention of corruption and bribery throughout the value chain | Discussion and Analysis | n/a | EM-EP-510a.2 | 13-15 |
| MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT | | | | |
| Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry | Discussion and Analysis | n/a | EM-EP-530a.1 | 17 |
| CRITICAL INCIDENT RISK MANAGEMENT | | | | |
| Description of management systems used to identify and mitigate catastrophic and tail-end risks | Discussion and Analysis | n/a | EM-EP-540a.2 | 32-33 |
| ACTIVITY METRIC | CATEGORY | UNIT OF MEASURE | CODE | REFERENCE |
| Production of: (1) oil, (2) natural gas, (3) synthetic oil, and (4) synthetic gas | Quantitative | Thousand barrels per day (Mbbbl/day); Million standard cubic feet per day (MMscf/day) | EM-EP-000.A | 69 |
| Number of offshore sites | Quantitative | Number | EM-EP-000.B | 69 |
| Number of terrestrial sites | Quantitative | Number | EM-EP-000.C | 69 |

External Assurance

Select key performance indicators within our 2020 performance data were independently reviewed by Ernst & Young LLP.

Independent Accountants' Review Report

To the Shareholders and the Board of Directors of Kosmos Energy Ltd.

We have reviewed Kosmos Energy Ltd.'s accompanying schedules of Select Environmental, Social and Governance Indicators (the Subject Matter) included in Appendix A as of or for the year-ended December 31, 2020 in accordance with the criteria also set forth in Appendix A (the "Criteria"). Kosmos Energy Ltd.'s management is responsible for the Subject Matter in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, Concepts Common to All Attestation Engagements, and AT-C section 210, Review Engagements. Those standards require that we plan

and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. A review consists principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances. A review is substantially less in scope than an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. A review also does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that our review provides a reasonable basis for our conclusion.

In performing our review, we have also complied with the independence and other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Control Standards

established by the AICPA. As described in Appendix A, the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

The information included in Kosmos Energy Ltd.'s 2020-2021 Sustainability Report, other than the Subject Matter, has not been subjected to the procedures applied in our review and, accordingly, we express no conclusion on it.

Based on our review, we are not aware of any material modifications that should be made to the accompanying schedules of select sustainability information for the year-ended December 31, 2020 in order for the schedules to be in accordance with the Criteria.

Ernst + Young LLP

December 10, 2021
Dallas, TX



Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020

Kosmos has two different boundaries that are utilized for the Select Environmental, Social and Governance Indicators below:

1. Kosmos Energy Ltd. and its wholly owned subsidiaries, inclusive of operations controlled by Kosmos Energy Ltd. under the operational control approach (i.e. where Kosmos is the operator) and exclusive of operations where Kosmos is not the operator.

Indicators: Employee data, Emissions, Safety, Hazardous waste, Water, Environmental fines and penalties, Spills

2. Kosmos Energy Ltd. and its wholly owned subsidiaries, inclusive of both operated and non-operated operations.

Indicators: Social investment spending, Select payments to government

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|--------------------------------------|---|--|--|
| EMPLOYEE DATA | | | |
| Total employees | 252 | GRI 401-1 – New employee hires and employee turnover | Total employees represent the headcount of all full-time and part-time active employees as of December 31, 2020. |
| New hires and breakout by gender (%) | 11 New Hires Male – 73 Female – 27 | a. Total number of new employee hires during the reporting period, by gender | |
| Turnover (%) | 33% | b. Total rate of employee turnover during the reporting period | |
| Total Contractors | 93 | Not applicable | <p>A person not employed directly by the company who performs services under contract for the company either related to locations that Kosmos operates or back-office support.</p> <p>Contractors that work on the behalf of an operator other than Kosmos are excluded from the total.</p> <p>Total contractors represent the headcount of all contractors as of December 31, 2020 (note that the number of contractors can significantly fluctuate during the year).</p> |
| Local employment (%) | 100% | Not applicable | Local employment refers to Employees that are legally contracted and paid directly by Kosmos to undertake work associated with its business activities in non-US and non-UK countries and are indigenous to the host-country. |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the "Criteria" column. The "Kosmos reporting boundaries and assumptions" column provides additional information on Kosmos' Criteria and how the Criteria is being leveraged.

Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020 (cont.)

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|---|---|--|--|
| EMPLOYEE DATA (CONT.) | | | |
| Employee age distribution | <25 - 2% 26-30 - 8% 31-35 - 10% 36-40 - 20% 41-45 - 17% 46-50 - 14% 51-55 - 12% 56-60 - 8% >61 - 10% | GRI 405-1 – Diversity of governance bodies and employees a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). | These indicator metrics are calculated using the 252 total employees as reported above: Employee age distribution Workforce gender distribution by workforce category (also includes Board of Directors) Minorities in US and UK offices by workforce category (also includes Board of Directors) Minority: Employee minority group identity is based on self-reported information. A minority in the US or UK is considered to be Asian, African American, Hispanic or Latino and two or more races (Not Hispanic or Latino). Kosmos' governance body is the Board of Directors, and reporting does not include breakout by age group. Kosmos' Senior Leadership team ("SLT") is Senior Vice Presidents that are direct reports to the Chief Executive Officer. Individual Contributor is defined as an employee without direct reports. |
| Workforce gender distribution by workforce category (%) | Individual Contributor – 54 Male, 46 Female Manager – 76 Male, 24 Female New Hire – 73 Male, 27 Female SLT – 80 Male, 20 Female Board of Directors – 67 Male, 33 Female | | |
| Minorities in US and UK offices by workforce category (%) | Individual Contributor – 18 New Hire – 45 Manager – 12 SLT – 10 Board of Directors – 17 | | |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the "Criteria" column. The "Kosmos reporting boundaries and assumptions" column provides additional information on Kosmos' Criteria and how the Criteria is being leveraged.

Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020 (cont.)

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|--|---|--|---|
| SAFETY | | | |
| Average HSE Training Hours per Employee (hrs/employee) | 3.25 | SASB - EM-EP-320a.1 (4)a and b | Average HSE training hours for employees and contractors as defined above includes HSE Trainings for the reporting year. |
| Average HSE Training Hours per Contractor (hrs/contractor) | 2.33 | Average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees. | |
| Total fatalities | 0 | IOGP Report January 2021 - Safety data reporting user guide - Scope and definitions (2020 data) Fatality - Cases that involve one or more people who died as a result of a work-related incident. The Lost Time Injury Rate (LTIR) represents the number of lost time injuries (fatalities + lost work day cases) per 1,000,000 (1 million) work hours The Total Recordable Injury Rate (TRIR) represents the number of recordable injuries (fatalities + lost work day cases + restricted work day cases + medical treatment cases) per million hours worked. Lost work day cases: Any work-related injury, other than a fatal injury, which results in a person being unfit for work on any day after the day of occurrence of the occupational injury. "Any day" includes rest days, weekend days, leave days, public holidays or days after ceasing employment. Restricted work day cases: Any work-related injury other than a fatality or lost work day case which results in a person being unfit for full performance of the regular job or any day after the occupational injury. Medical treatment case: Those cases not severe enough to be reported as fatalities, lost work day cases or restricted work day cases but are more severe than requiring simple first aid treatment. | Includes fatalities, LTIR, and TRIR that were self-reported to management via the vIRIS incident tracking system. LTIR, TRIR are calculated as of December 31, 2020. Fatalities, LTIR and TRIR include hours from Employees and Contractors working for Kosmos in 2020. |
| Lost time injury rate (LTIR) ² | 0.76 | | |
| Total recordable injury rate (TRIR) ² | 0.76 | | |
| | | | |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the "Criteria" column. The "Kosmos reporting boundaries and assumptions" column provides additional information on Kosmos' Criteria and how the Criteria is being leveraged.

2. LTIR and TRIR is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The number is based upon employees and contractors self-reporting work-related injuries or illnesses to Kosmos which may be affected by culture, societal norms and/or regulations. To the extent an injury is not self-reported, it would not be included in the safety metric calculation.

Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020 (cont.)

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|---|---|---|--|
| SAFETY (CONT.) | | | |
| Total hazardous waste generated (metric tons) | 4,621 | GRI 306-3 – Waste generated a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. | Hazardous waste sources: Vessel and rig waste generated from seismic, drilling and completions activities. Non-operating activities such as offices are excluded. While waste from operations in the Gulf of Mexico is not considered hazardous waste under EPA Subtitle C of Resource Conservation and Recovery Act (RCRA) Bentsen Amendment (section 3001(b)(2)(A)), it is included within Total hazardous waste generated. Kosmos uses density factors provided by 3rd parties and self-estimated density factors depending on the fluid type when actual densities were not available |
| EMISSIONS | | | |
| Gross Global Scope 1 emissions (tonnes CO ₂ e) | 42,632 | World Resources Institute (“WRI”) / World Business Council for Sustainable Development’s (“WBCSD”) The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Gross global Scope 1 emissions | Emissions sources: Vessel and rig fuel consumption to support seismic, drilling and completions activities. Helicopter fuel consumption to support seismic, drilling and completions activities. Fugitive emissions and emissions generated by refrigerant used on vessels and rigs to support seismic, drilling and completions activities are excluded. Non-operating activities (such as offices) are excluded. Emission factor sources: EIA: The U.S. Energy Information Administration - CO ₂ . EEMS: Environmental and Emissions Monitoring System from the Department for Business, Energy & Industrial Strategy and Offshore Petroleum Regulator for Environment and Decommissioning - N ₂ O, CH ₄ . Stationary Diesel emission factors from EEMS are used to report on all Scope 1 CH ₄ and N ₂ O emissions. Global warming potentials - 2014 IPCC Fifth Assessment Report. |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the “Criteria” column. The “Kosmos reporting boundaries and assumptions” column provides additional information on Kosmos’ Criteria and how the Criteria is being leveraged.

Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020 (cont.)

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|---|---|---|--|
| EMISSIONS (CONT.) | | | |
| Gross Global Scope 2 emissions (tonnes CO ₂ e) – Location Based Method | 877 | <p>WRI/WBCSD's The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, WRI/WBCSD's The Greenhouse Gas Protocol Scope 2 Guidance</p> <p>Gross global Scope 2 emissions</p> | <p>Emissions sources:</p> <p>All office locations with 10 or more personnel are in-scope for Scope 2 emissions reporting.</p> <p>Operations are excluded from Scope 2 emissions.</p> <p>Emission factor sources:</p> <p>Dallas and Houston offices – ERCT Subregion output emission rates.</p> <p>Ghana office and KIC – Energy Commission of Ghana – National Energy Statistics 2000-2019.</p> <p>Global warming potentials – 2007 IPCC Fourth Assessment Report.</p> |
| WATER | | | |
| Total fresh water withdrawn and total fresh water consumed (m ³) | 11,852 | SASB – EM-EP-140a.1 | Water sources: |
| Percentage of fresh water withdrawn and consumed in regions with High or Extremely High Baseline Water Stress (%) | 0 | <p>(1) Total fresh water withdrawn</p> <p>(2) Total fresh water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress</p> | <p>Vessel and rig water onboard to support seismic, drilling and completions activities.</p> <p>Water withdrawn and consumed outside of operations is not included.</p> <p>All water withdrawn is considered to be consumed and all water withdrawn is assumed to be fresh water.</p> |
| ENVIRONMENTAL FINES AND PENALTIES | | | |
| Total environmental fines and penalties | 0 | <p>GRI 307-1</p> <p>Non-compliance with environmental laws and regulations</p> <p>a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:</p> <p>i. Total monetary value of significant fines;</p> <p>ii. Total number of non-monetary sanctions</p> | Includes environmental fines and penalties received during 2020 that were reported to management of any amount. |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the "Criteria" column. The "Kosmos reporting boundaries and assumptions" column provides additional information on Kosmos' Criteria and how the Criteria is being leveraged.

Appendix A – Schedules of Select Environmental, Social and Governance Indicators as of or for the year-ended December 31, 2020 (cont.)

| INDICATOR | REPORTED METRIC AS OF OR FOR THE YEAR-ENDED DECEMBER 31, 2020 | CRITERIA ¹ | KOSMOS REPORTING BOUNDARIES AND ASSUMPTIONS |
|---|---|---|--|
| SPILLS | | | |
| Total hydrocarbon spills | 0 | SASB EM-EP-160a.2 - Number and aggregate volume of hydrocarbon spills 1 The entity shall disclose the total number and volume (in barrels) of hydrocarbon spills where: 1.2 Spills include those that reached the environment | Includes spills of any amount that reached the environment reported to management in 2020. |
| PAYMENTS TO GOVERNMENTS (SEE EXHIBIT #1 ON FOLLOWING PAGE) | | | |
| SOCIAL INVESTMENT SPENDING | | | |
| Total social investment spending (\$USD) ³ | 10,493,000 | GRI 201-1.a.ii – Direct economic value generated and distributed a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. ii. Economic value distributed: community investments. | Includes voluntary spend and investment of funds in the broader community where the target beneficiaries are external to the organization. Social Investment figures in the Sustainability Report include both discretionary and contracted spend, which could include contractual payments to government. Expenditures in support of the operation of community investments and related programs are also included in the total social investment amount. |

1. Reference to GRI and SASB metrics means that Kosmos is aligned with the portion of the GRI or SASB criteria that is disclosed within the "Criteria" column. The "Kosmos reporting boundaries and assumptions" column provides additional information on Kosmos' Criteria and how the Criteria is being leveraged.

3. Payments made in currencies other than USD are converted from the local currency to USD.

Non-financial information is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Exhibit #1: Select Payments to Governments¹

Kosmos Energy Ltd. has prepared the following report of payments made to governments for the year ended December 31, 2020 in accordance with the Reports on Payments to Governments Regulations 2014 (2014/3209) as amended by the Reports on Payments to Governments (Amendment) Regulations 2015 (2015/1928). The Payments to Government data are reflective of select payments made to government entities by Kosmos Energy Ltd. (when Kosmos is the operator) and by its partners (when Kosmos is not the operator). These payments are categorized consistent with the Report on Payments to Governments Regulations 2014 (as amended in December 2015) (the Regulations). Our more detailed project-level and receiving-entity level payments to governments data can be found on our [website](#).

Payments to Governments (USD)

| | COTE D'IVOIRE | EQUATORIAL GUINEA | GHANA |
|--|----------------------|---------------------|---------------------|
| Income Taxes ² | \$78,772,000 | \$37,600,000 | \$(12,311,000) |
| Royalties (bbls) ³ | 574,000 | 518,000 | 952,000 |
| Estimated Royalties (\$s) ⁴ | \$23,758,000 | \$21,440,000 | \$36,826,000 |
| Bonuses ⁵ | - | - | \$125,000 |
| License Fees ⁶ | - | \$26,000 | \$2,125,000 |
| Total | \$102,530,000 | \$59,066,000 | \$26,765,000 |

1. Government includes any national, regional, or local authority of a country, and includes a department, agency or entity that is a subsidiary of a government, including a national oil company.

2. Income Taxes - Inclusive of income tax refunds received. This is based on taxes assessed on income.

3. Royalties - Royalties are paid to the Government of Ghana and the Republic of Equatorial Guinea in barrels of oil out of Kosmos Energy's working interest share of production and as reported by the third-party operator. US royalty payments are based on the proceeds received by Kosmos.

4. Estimated Royalties - The value of the royalties disclosed above are based on the annual average of daily Brent prices of \$41.39 during 2020. United States amounts above are determined based on actual sales prices.

5. Bonuses - Payments made to the federal government when acquiring offshore leases.

6. License Fees - Payments made to the federal government primarily for annual rentals and applications for permits.

About this Report

Our 2020-2021 Sustainability Report highlights the policies, processes, and procedures by which Kosmos meets Environmental, Social, and Governance (ESG) criteria, as well as how we aim to act as a force for good and promote sustainable development in our host countries.

The report reviews the application of our Business Principles and supporting policies across our business.

We include information in this report based on internal discussions, external stakeholder feedback, and consultations with third-party experts.

The report is designed to communicate our progress on the Ten Principles of the United Nations Global Compact, which we support and endorse. In addition, this report is guided by the International Petroleum Industry Environmental Conservation Association (IPIECA) standards for voluntary reporting in the oil and gas sector, the Global Reporting Initiative (GRI), and the Sustainability Accounting Standards Board (SASB).

Kosmos intends to regularly report on our Environmental, Social, and Governance policies, procedures, and performance, both on our website and through our annual Sustainability Report. We appreciate your interest in Kosmos Energy and welcome your feedback on how we can improve our reporting. Please contact us at CorporateResponsibility@kosmosenergy.com.

Forward-looking Statements

This report, which speaks only as of its date, is not comprehensive, and for that reason, this report should be read in conjunction with our 2020 Annual Report on Form 10-K and Form 10-Q for the quarters ended March 31, 2021, June 30, 2021, and September 30, 2021 (particularly the "Forward-Looking Statements" and "Risk Factors" sections) and our 2021 Proxy Statement, all of which can be found at www.kosmosenergy.com.

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. All statements, other than statements of historical facts, included in this report that address activities, events or developments that Kosmos Energy Ltd. ("Kosmos" or the "Company") expects, believes or anticipates will or may occur in the future are forward-looking statements. Without limiting the generality of the foregoing, forward-looking statements contained in this report specifically include the expectations of management regarding plans, strategies, objectives, anticipated financial and operating results of the Company. The Company's estimates and forward-looking statements are mainly based on its current expectations and estimates of future events and trends, which affect or may affect its businesses and operations. Although the Company believes that these estimates and forward-looking statements are based upon reasonable assumptions, they are subject to several risks and uncertainties and are made in light of information currently available to the Company. When used in this report, the words "anticipate," "believe," "intend," "expect," "plan," "will" or other similar words are intended to identify forward-looking

statements. Such statements are subject to a number of assumptions, risks and uncertainties, many of which are beyond the control of the Company, which may cause actual results to differ materially from those implied or expressed by the forward-looking statements. These assumptions, risks and uncertainties include without limitation: the impact of the COVID-19 pandemic on the Company and the overall business environment; changes in demand for oil and natural gas; expenditure reductions; changes in economic, political and business conditions; changes in laws, regulations or other requirements or the enforcement or interpretation of them including those related to oil and gas exploration and production, natural resources and fossil fuels management and climate-related initiatives; technological developments of, and investments in, alternative energy; inability to reduce environmental impact; involvement in litigation; the financial and operation conditions of our supply chain; defects in risk management; losses from, or the inability to identify and mitigate, risks inherent in operating in the global energy industry; high cost or unavailability of infrastructure, materials, equipment, supplies and/or personnel; potential disruption due to war, accidents, weather and seasonal factors, political events, civil unrest, cybersecurity, geopolitical or terrorism threats, pandemics, economic downturns or other causes beyond our control.

Further information on the assumptions, risks and uncertainties to which this report is subject is available in the Company's Securities and Exchange Commission ("SEC") filings. The Company's SEC filings are available on the Company's website at www.kosmosenergy.com.

Kosmos-operated emissions, reductions and avoidance performance data are based on a combination of measured and estimated data using best available information. Calculations are based on industry standards and best practices, including guidance from the IPIECA. The uncertainty associated with the emissions, reductions and

avoidance performance data depends on variation in the processes and operations, the availability of sufficient data, the quality of those data and methodology used for measurement and estimation. Changes to the performance data may be reported as updated data and/or emission methodologies become available. Kosmos works with industry, including the IPIECA, to improve emission factors and methodologies. Emissions, reductions and avoidance estimates from non-Kosmos operated facilities similarly may be updated as changes to the performance data are reported. Kosmos's plans to reduce emissions are good faith efforts based on current relevant data and methodology, which could be changed or refined.

Kosmos undertakes no obligation and does not intend to update or correct these forward-looking statements to reflect events or circumstances occurring after the date of this report, whether as a result of new information, future events or otherwise, except as required by applicable law. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this report. All forward-looking statements are qualified in their entirety by this cautionary statement. Management does not provide a reconciliation for forward-looking non-GAAP financial measures where it is unable to provide a meaningful or accurate calculation or estimation of reconciling items and the information is not available without unreasonable effort. This is due to the inherent difficulty of forecasting the occurrence and the financial impact of various items that have not yet occurred, are out of our control or cannot be reasonably predicted. For the same reasons, management is unable to address the probable significance of the unavailable information. Forward-looking non-GAAP financial measures provided without the most directly comparable GAAP financial measures may vary materially from the corresponding GAAP financial measures.

