New Fortress Energy Inc.

Corporate Governance Guidelines
Effective as of September 11, 2026

The following Corporate Governance Guidelines have been adopted by the Board of Directors (the "Board") of New Fortress Energy Inc., a Delaware corporation (the "Company") to assist the Board in the exercise of its responsibilities. These Corporate Governance Guidelines reflect the Board's commitment to monitor the effectiveness of policy and decision making both at the Board and management level, with a view to enhancing long-term stockholder value. These Corporate Governance Guidelines are intended to supplement the Company's Certificate of Incorporation and By-Laws and are subject to modification from time to time, in whole or in part, by the Board, in its discretion. A current version of the Corporate Governance Guidelines shall be posted on the Company's website.

THE BOARD

Role of Directors

The Board oversees and provides policy guidance on the business and affairs of the Company. It monitors overall corporate performance and the integrity of the Company's controls. A director is expected to spend the time and effort reasonably necessary to properly discharge such director's responsibilities. Accordingly, a director is expected to regularly attend meetings of the Board and committees on which such director sits, and to review prior to meetings material distributed in advance for such meetings.

Selection of the Chairman of the Board

The Chairman of the Board shall be an independent director ("Independent Director") under the listing standards of The Nasdaq Stock Market LLC ("Nasdaq"). The Board shall be free to choose its Chairman of the Board in any way that it deems best for the Company at any given point in time.

Size of the Board

The size of the Board shall be determined from time to time by resolution adopted by a majority of the Board. The Board shall periodically consider whether its size permits diversity of experience without hindering effective discussion or diminishing individual accountability.

Selection of New Directors

The Board shall be responsible for nominating members for election to the Board and for filling vacancies on the Board that may occur between annual meetings of stockholders. The Nominating and Corporate Governance Committee is responsible for identifying, screening and recommending candidates to the Board for Board membership. When formulating its Board membership recommendations, the Nominating and Corporate Governance Committee shall also consider advice and recommendations from others as it deems appropriate.

The Nominating and Corporate Governance Committee will consider candidates reasonably recommended by stockholders. In considering candidates submitted by stockholders, the Nominating and Corporate Governance Committee will take into consideration the needs of the Board and the qualifications of the candidate. The Nominating and Corporate Governance Committee may establish procedures, from time to time, regarding stockholder submission of candidates.

Board Membership Criteria

Nominees for director shall be selected on the basis of, among other factors, experience, knowledge, skills, expertise, integrity, diversity, ability to make independent analytical inquiries, understanding of the Company's business environment and willingness to devote adequate time and effort to Board responsibilities.

The Nominating and Corporate Governance Committee shall be responsible for assessing the appropriate balance of criteria required of Board members.

The Board believes that the number of shares of the Company's stock owned by each director is a personal decision and encourages stock ownership.

Other Public Company Directorships

The Company does not have a policy limiting the number of other public company boards of directors upon which a director may sit. However, the Nominating and Corporate Governance Committee shall consider the number of other public company boards and other boards (or comparable governing bodies) on which a prospective nominee is a member. Directors shall provide prior written notice to the chairperson of the Nominating and Corporate Governance Committee of any proposed service on the board of directors of a public company.

Independence of the Board

The Board shall be comprised of a majority of directors who qualify as Independent Directors under the listing standards of Nasdaq.

The Board shall review annually the relationships that each director has with the Company. Following such annual review, only those directors who the Board affirmatively determines satisfy the applicable independence standards will be considered Independent Directors, subject to additional qualifications prescribed under the listing standards of Nasdaq or under applicable law. The Board may adopt and disclose categorical standards to assist it in determining director independence. In the event that a director becomes aware of any change in circumstances that may result in such director no longer being considered independent under the listing standards of Nasdaq or under applicable law, the director shall promptly inform the chairperson of the Nominating and Corporate Governance Committee.

Executive Sessions of Independent Directors

In general, the Independent Directors will meet in executive session without management at each regularly scheduled Board meeting. The Chairman of the Board will have the authority to

call meetings of the Independent Directors in executive session and will be responsible for presiding at and preparing an agenda for such meetings. Either the name of the director responsible for presiding at all the meetings of the Independent Directors or, if the same person does not preside at every meeting, the procedure by which the directors charged with presiding are selected will be disclosed in the Company's proxy statement for its annual meeting of stockholders.

Retirement Age

It is the general policy of the Company that no director having attained the age of 80 years shall be nominated for re-election or reappointment to the Board. However, the Board may determine to waive this policy in individual cases.

Director Tenure

In connection with each director nomination recommendation, the Nominating and Corporate Governance Committee shall consider the issue of continuing director tenure and take steps as may be appropriate to ensure that the Board maintains an openness to new ideas and a willingness to critically re-examine the status quo. An individual director's renomination is dependent upon such director's performance evaluation, as well as a suitability review, each to be conducted by the Nominating and Corporate Governance Committee in connection with each director nomination recommendation.

Board Compensation

A director who is also an officer of the Company shall not receive additional compensation for such service as a director.

The Company believes that compensation for directors who are not employees of the Company should be competitive and should encourage increased ownership of the Company's shares through the payment of a portion of director compensation in Company shares, options to purchase Company shares or similar compensation. The Board and the Compensation Committee will periodically review the level and form of the Company's director compensation, including how such compensation relates to director compensation of companies of comparable size, industry and complexity. Such review may also include a review of both direct and indirect forms of compensation to the Company's directors including any charitable contributions by the Company to organizations in which a director is affiliated and consulting or other similar arrangements between the Company and a director. The Compensation Committee will recommend any changes to director compensation to the full Board for consideration.

Director's fees (including any additional amounts paid to chairs of committees and to members of committees of the Board) are the only compensation a member of the Audit Committee may receive from the Company; provided, however, that a member of the Audit Committee may also receive pension or other forms of deferred compensation from the Company for prior service so long as such compensation is not contingent in any way on continued service.

Board Access to Management

Board members shall have access to the Company's management and, as appropriate, to the Company's outside advisors as well as to independent counsel at the Company's expense. Board members shall coordinate such access through the Chief Executive Officer and Chief Financial Officer, and Board members will use judgment to assure that this access is not distracting to the business operation of the Company.

Attendance of Management Personnel at Board Meetings

The Board encourages the Chief Executive Officer to bring members of management from time to time into Board meetings to (i) provide management insight into items being discussed by the Board which involve management; (ii) make presentations to the Board on matters which involve management; and (iii) bring members of management into contact with the Board.

Annual Performance Evaluation of the Board

The Board will conduct an annual performance review of itself and its committees. As part of this process, the Nominating and Corporate Governance Committee will oversee the evaluation process and report to the full Board with an assessment of the Board's performance.

Communications

It is important that the Company speak to employees and outside constituencies with a single voice, and that management serve as the Company's primary spokesperson. Directors should not discuss matters relating to the Company's business and affairs with third parties other than management or advisors (i) without the approval of the Chairman of the Board, the full Board, the President, if any, or the Company's internal counsel or his or her designee ("Counsel") or (ii) unless otherwise required to discharge his or her duties as set forth in the committee charters.

Confidentiality

No director shall use Confidential Information (as defined below) for his, her or any other person's or entity's personal benefit other than for the benefit of the Company; and no director shall directly or indirectly (including through agents, representatives or others acting on behalf or with permission of such director) disclose Confidential Information outside the Company, either during or after his or her services as a director of the Company, except with advance authorization of the Board or its designee (including a Board approved confidentiality agreement), or as may otherwise be required by law. Disclosure by a director of Confidential Information to an advisor to any of the Company, a committee of the Board or the director in his or her capacity as a director shall not be considered disclosure outside the Company, provided that such advisor has a professional or contractual obligation to maintain the confidentiality of such information and the director does not waive such obligation without advance authorization of the Board or its designee, or as may otherwise be required by law.

For purposes of these Corporate Governance Guidelines, Confidential Information includes all information (in whatever form maintained or retained, including in print, electronically or human memory, and of whatever type, including facts, opinions, statements,

assertions or impressions) derived from or relating to the Company, including information designated or treated by or within the Company as confidential, proprietary or sensitive (competitively or otherwise) as a matter of policy, legal privilege or work product, practice or otherwise, including any information directly or indirectly related to the Company the disclosure of which outside the Company presents a reasonable possibility of resulting in harm to the Company (including economic harm and other forms of harm such as reputational harm, internal or external disruption, interference with the ability to negotiate business transactions, potential loss of or difficulty in hiring management and other employees, and distraction of focus on Company matters). Without limiting the foregoing, Confidential Information includes non-public information concerning (a) the Company's strategy, business, financial condition, prospects or plans, capital allocation plans or policies, marketing and sales programs, research and development activities, regulatory status or matters, acquisitions and divestitures, and actions relating to the Company's shares, (b) possible transactions with other companies or third parties and information about the Company's customers, suppliers, licensors or joint venture or business partners, and (c) the proceedings and deliberations of the Board and its committees, and the discussions and decisions between and among Company employees, officers and directors and their advisors, including the views of individual directors and officers.

If a director has a question regarding how to treat any information under these Corporate Governance Guidelines, in advance of any disclosure of such information the question should promptly be raised with Counsel and a substantive response received. If disclosure of information by a director occurs in violation or arguably in violation of these Corporate Governance Guidelines, the content and circumstances of such disclosure should be reported immediately to Counsel.

Board Orientation

The Company shall provide new directors with a director orientation program to familiarize such directors with, among other things, the Company's business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, code of business conduct, corporate governance guidelines, principal officers, internal auditors and independent auditors.

BOARD MEETINGS

Frequency of Meetings

The Board shall hold regularly scheduled meetings at least once a quarter and additional meetings as appropriate. All directors are expected to attend the annual meeting of stockholders, board meetings and meetings of the Board committees on which they serve.

Selection of Agenda Items for Board Meetings

The Chairman of the Board, in consultation with the Chief Executive Officer, should establish the agenda for Board meetings. Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is also free to raise at any Board meeting subjects that are not on the agenda for that meeting.

Board Materials Distributed in Advance

Information and materials that are important to the Board's understanding of the agenda items and other topics to be considered at a Board meeting should, to the extent practicable, be distributed sufficiently in advance of the meeting to permit prior review by the directors. In the event of a pressing need for the Board to meet on short notice or if such materials would otherwise contain highly confidential or sensitive information, it is recognized that written materials may not be available in advance of the meeting.

COMMITTEE MATTERS

Standing Board Committees

The Company shall have at all times an Audit Committee, a Compensation Committee and a Nominating and Corporate Governance Committee. The purpose and responsibilities of the foregoing committees shall be outlined in the respective committee charter adopted by the Board, which may be amended by the Board from time to time. The Board may, from time to time, form a new committee or disband a current committee depending on circumstances. In addition, the Board may form ad hoc committees from time to time, and determine the composition and areas of competence of such committees.

Independence of Board Committees

Each of the Audit Committee, the Compensation Committee and the Nominating and Corporate Governance Committee shall be composed entirely of Independent Directors satisfying applicable legal, regulatory and stock exchange requirements necessary for an assignment to any such committee.

Assignment and Rotation of Committee Members

The Nominating and Corporate Governance Committee shall be responsible, after consultation with the Chairman of the Board, for making recommendations to the Board with respect to the assignment of Board members to various committees. After reviewing the Nominating and Corporate Governance Committee's recommendations, the Board shall be responsible for appointing the chairperson and members to the committees on an annual basis.

The Nominating and Corporate Governance Committee shall annually review the committee assignments and shall consider the rotation of the chairperson and members with a view toward balancing the benefits derived from continuity against the benefits derived from the diversity of experience and viewpoints of the various directors.

LEADERSHIP DEVELOPMENT

Selection of the Chief Executive Officer

The Board shall be responsible for identifying potential candidates for, and selecting, the Company's Chief Executive Officer. In identifying potential candidates for, and selecting, the Company's Chief Executive Officer, the Board is encouraged to consider, among other factors, a

candidate's experience, understanding of the Company's business environment, leadership qualities, knowledge, skills, expertise, integrity, and reputation in the business community.

Succession Planning

The Board is responsible for planning for succession to the position of Chief Executive Officer, as well as certain other senior management positions. The Compensation Committee shall develop and recommend to the Board for approval succession plans for the Chief Executive Officer and certain other senior management positions. To assist the Compensation Committee, the Chief Executive Officer shall periodically provide the Compensation Committee with an assessment of persons considered potential successors to the Chief Executive Officer and other senior management positions.