



# Annual Report

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## 2024

Sustainable value creation



# Gassco ensuring energy security



FRODE LEVERSUND  
President and CEO

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## High deliveries and global uncertainty

**2024 was a pleasing albeit challenging year. Pleasing because our talented employees achieved so much, and challenging because achieving historically high deliveries at a time of global uncertainty requires a lot of effort from a lot of people.**

Last year was a record year for transporting natural gas to Europe. The Norwegian continental shelf (NCS) delivered a total of 117.6 billion standard cubic metres of gas. In terms of energy, this is equivalent to around nine times the energy produced by Norwegian hydropower and about 100 times the amount represented by Norway's net electricity exports. Norway is the world's fourth largest gas exporter and its largest exporter to Europe. The volumes of gas delivered from the NCS match Europe's imports of liquefied natural gas (LNG). This underscores our importance in the European energy market.

The record deliveries in 2024 were a product of good collaboration between all of the stakeholders on the NCS. Important contributory factors included upgrading the capacity of Kollsnes process plants, stable production in fields and high regularity in pipeline operation and having process plants and terminals on the continent and in the UK. We have achieved our targets and ensured stable deliveries. We work hard every day as a team to reliably deliver the gas Europe needs.

Gas deliveries from the NCS to Europe have become more important from a security perspective. The current situation, with the high threat level and the high demand for gas, is likely to persist. Gassco is vigilant and fully aware of its security and emergency response responsibilities. Even more stringent statutory requirements apply to the company after it was made subject to the Security Act in 2023. At the same time, safety and security must be seen as interrelated.

As far as safety is concerned, we still have work to do to reverse the negative trend in occupational incidents and personal injuries. That said, a lot of good HSE work was done by a lot of people in 2024. For example, a major, extensive turnaround was carried out at Kårstø process plant without serious incident or personal injuries. This maintenance work is important for safe deliveries from the plant that account for more than a quarter of Norwegian natural gas exports.

Reducing the climate impacts of our own activities is a key objective of Gassco's corporate strategy. Our ambition is to achieve a 50 per cent reduction in carbon emissions by 2030 and close to zero emissions by 2050. The most significant GHG emissions from Gassco are the CO<sub>2</sub> emissions from combustion processes, a large proportion of which can be attributed to gas processing. There is a constant focus on emission cutting measures at process plants, in R&D work and in the general value chain. The most important measures being explored, and those with the greatest potential for reducing emissions, are carbon capture and storage along with transport and disposal.

2024 saw record deliveries with six monthly records being registered over the course of the year. NCS volume profiles will remain high and stable over the next few years. At the same time, we know that these volumes will fall over time. We are dependent on new finds if we are to maintain current delivery levels to Europe.

Finally, I would like to highlight the talented people who have made an outstanding effort in the past year. Many new employees have joined us, and we have thus improved our expertise, breadth and position for the future. We have made great strides in IT and are implementing new IT agreements. We are constantly exploring new opportunities that could help enhance the safety, efficiency, innovation and sustainability of our activities. For example, we are trying to leverage the advantages offered by AI and digitalisation, while balancing the risks.

As the industry and stakeholder landscape change over the next few years, Gassco will keep pace and remain a professional, knowledgeable and responsible operator of the Norwegian gas transport system. Security of supply will be crucial in Europe's energy transition over the next 10 years, and Norwegian gas will play a significant role in this. We are looking forward to an exciting and eventful 2025.





# Directors' Report

**Gassco is a limited company wholly owned by the Norwegian state. Established in 2001, it is the operator of the integrated upstream gas transport system that stretches from the Norwegian continental shelf (NCS) to countries in Europe. The system comprises pipelines, process plants and platforms, as well as gas terminals in continental Europe and the UK.**

The company's head office is at Bygnes in Karmøy Municipality. It also has offices in Germany, Belgium, France and the UK, which are responsible for day-to-day operation of the receiving terminals. Companies owned by the Norwegian state are categorised based on the government's goals as their owner. Gassco is a category 2 company, meaning a company through which the government is seeking the sustainable and most efficient possible achievement of sectoral policy goals. The rationale for the state's ownership of Gassco is a desire to ensure a neutral and independent operator for the integrated gas transport system, while simultaneously facilitating efficient resource utilisation on the NCS. The objectives are efficient operation and integrated development of the gas transport system on the NCS and equal access to transport capacity for users.

**Special and normal operatorships**

Operating parameters for Gassco are determined by the Norwegian government and its primary roles are the exercise of 'special' and 'normal' operator responsibilities.

**Special operatorship** refers to the exercise of duties allocated to Gassco pursuant to the Norwegian Petroleum Act and associated regulations. This includes system operation, capacity management and infrastructure development.

**Normal operatorship** refers to the technical operation of process plants, pipelines, platforms and terminals pursuant to the Norwegian Petroleum Act's provisions on operator responsibility. These duties are regulated by agreements with the Gassled, Zeepipe terminal, Dunkirk terminal DA, Utsira High Gas Pipe, Haltenpipe, Nyhamna, Polarled and Vestprosess DA joint ventures. Gassco has entered into agreements with



technical service providers (TSP) for the purchase of technical operating services for pipelines, receiving terminals, platforms and process plants. These are: Equinor, Norske Shell and North Sea Midstream Partners (NSMP). Corporate governance is dealt with by Gassco's management system, which ensures efficient operation in accordance with applicable legislation, statutory regulations and specified goals. Sustainability is an integral part of the company's corporate governance, organisational culture and ethical conduct in relation to society and the environment.

Gassco is not meant to make either a profit or a loss from its activities. The company's costs are covered by the joint ventures, users and third parties. This means that Gassco's economic and financial risks are very limited.

**Board of Directors Liability Insurance**

The board of directors and executive management are covered by the company's ongoing directors and officers liability insurance. This insurance is placed with insurers holding a strong credit rating.

# The company's vision, strategic goals and values

## Vision

**Gassco's vision is securing energy supplies.**

## Strategy

The company, through sustainable operation and development, has three strategic goals:



safe, reliable  
and efficient  
operations



create  
infrastructure  
for the future



reduce  
climate  
impacts

A precondition for achieving these goals is human competence and a well-functioning organisation.



## Values

Gassco must act in an ethical, sustainable and socially responsible manner in its operations and conduct, both internal and external, and be guided at all times by its values. Our values are:

**T** – Transparent

**R** – Respectful

**A** – Accountable

**C** – Challenging

**K** – Knowledgeable

## Strategy and results

Gassco has developed a strategy with clear goals for the company and this strategy is updated every year. See the separate review of the strategic goals on page 24.

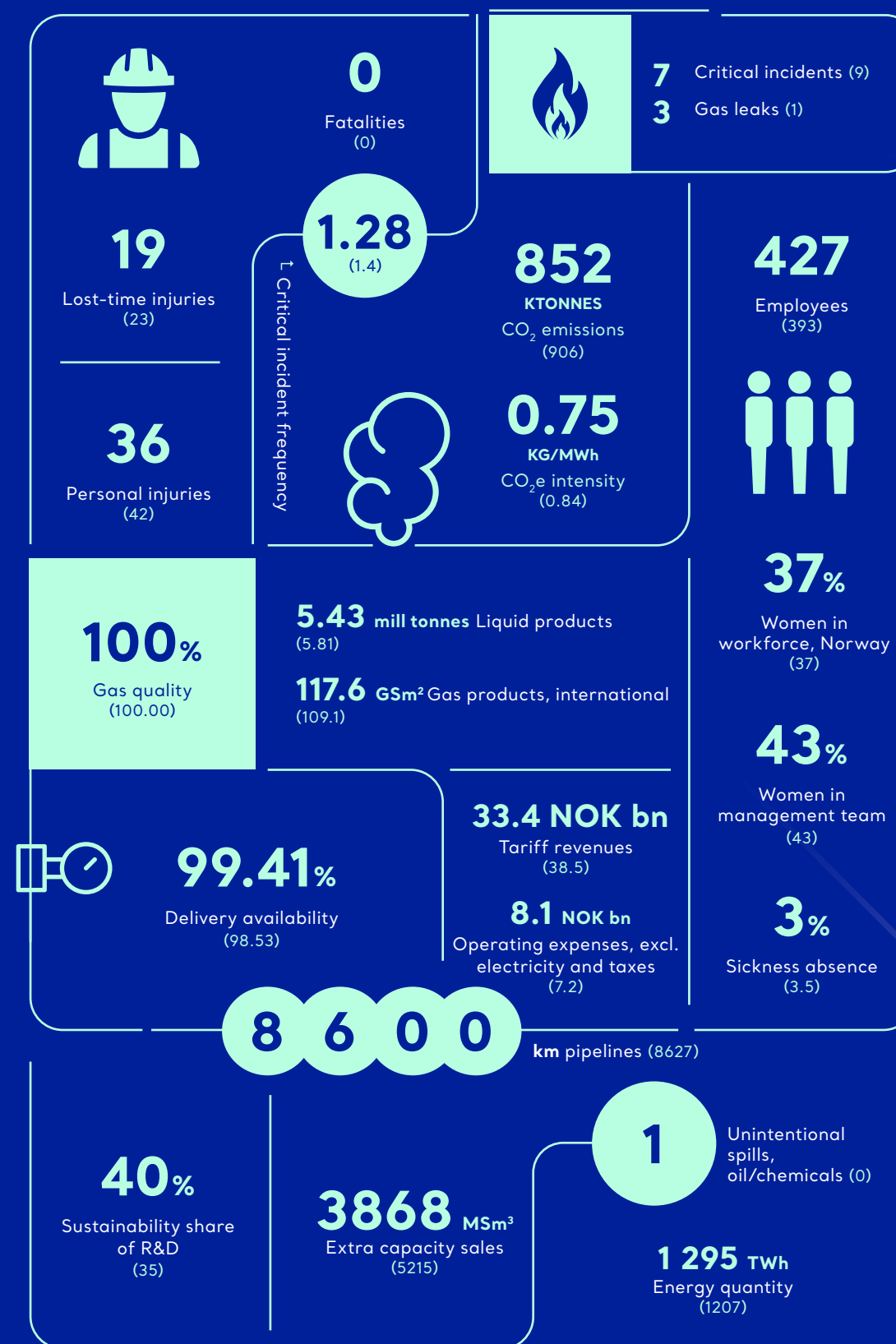
**Reliable operations**  
**Sustainable**  
**development**  
**Secure Norwegian**  
**gas exports**  
**Effective**  
**organisation**



# Key performance indicators

## Key performance indicators 2024

(figures for 2023 in brackets)

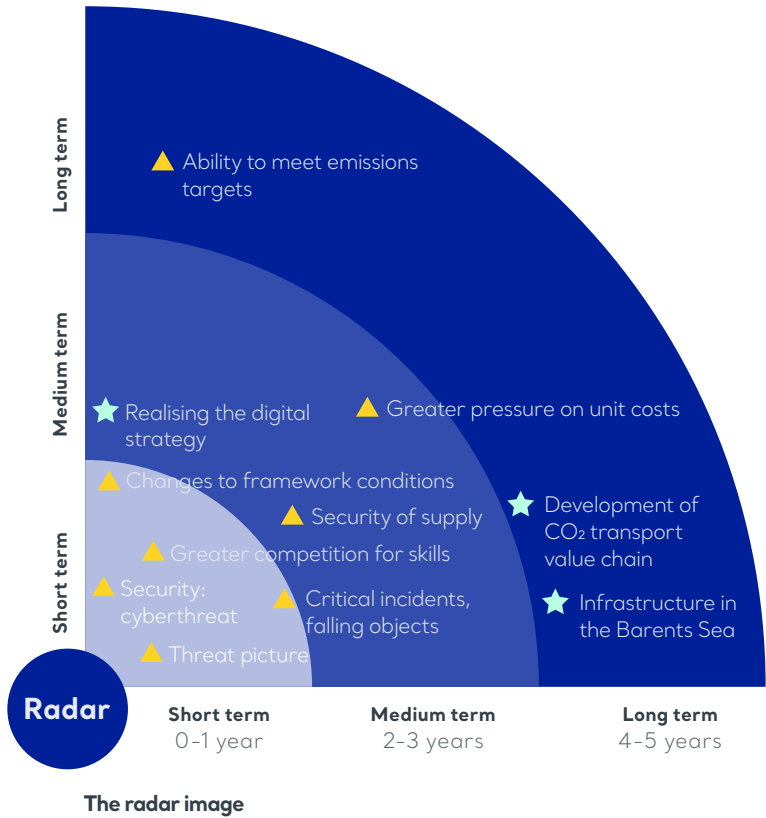


# Transparency Act

For a full overview of our due diligence and actions, please refer to the process published on our website: [www.gassco.no/aapenhetsloven](http://www.gassco.no/aapenhetsloven).

# Risk management

Ensuring safe, reliable and efficient operations is one of Gassco's strategic goals. Risk management is an integral component of all of Gassco's commercial activities and processes, including the work on the company's strategy. In 2024, the board established a safety and risk committee as an advisory body for the board with a particular focus on safety and risk. The risk management process is described in further detail on page 142 under 'Risk management and internal control' in the chapter on corporate governance. The company's radar image shown in the figure below reflects elements that characterised 2024 and provides a basis for determining the company's future direction. The radar image is therefore reflected in the company's strategic action plan for 2025.



## EXPLANATION OF THE ELEMENTS IN THE RADAR IMAGE:

### SHORT TERM (0-1 YEAR)

▲ **Emerging risk – Security – cyberthreat:** The cyberthreat landscape is constantly evolving, with both known and new threat actors carrying out attacks. The attacks can involve methods such as denial of service attacks, other types of cyber operations, fraud and sabotage. Such attacks can target critical infrastructure and thus represent a material threat to Gassco requiring various sets of barriers and tools, as well as greater employee awareness. Gassco must be ready for such attacks and have the necessary barriers, tools and procedures in place to recover compromised systems and infrastructure.

▲ **Emerging risk – Threat picture:** The ongoing conflict in Ukraine and geopolitical developments have evolved into unforeseen global political unrest. The conflict is primarily impacting the countries directly involved. However, it is also having indirect impacts on security considerations in Europe and on many enterprises in the region. The energy sector, in particular, has been affected, which includes the oil and gas industry, as have companies involved in arms deliveries to Ukraine. The events related to Nord Stream and Baltic Connector have increased our awareness in terms of the critical infrastructure for which we are responsible. Cyber, insider and intelligence threats are all part of the general threat landscape. In 2024, maritime-related incidents in the Baltic Sea, the North Sea and the Norwegian Sea underlined and highlighted the threat picture for critical subsea infrastructure. The level of threat must be continuously assessed and mitigation measures taken accordingly. The actions taken will affect the entire organisation.

▲ **Emerging risk – Greater competition for skills:** Over the years, Gassco has enjoyed a good reputation locally as an attractive employer with a good working environment, a focus on employees and competitive conditions. The preceding period was characterised by low unemployment and a tight recruitment market. In recent years, experience from recruitment campaigns has shown that attracting the right skills the company needs has become more challenging. In addition to competition from the oil and gas industry, the competition from other industries has also increased. Activity levels are high and this situation is expected to persist over the next few years. Therefore, there is a risk that Gassco will be unable to recruit or retain the right skills, especially considering the demographic changes and need for a steady influx of new employees who can replace those who retire.

#### ▲ **Emerging risk – Critical incidents – falling objects:**

The risk relates to potentially serious injuries or property damage resulting from falling objects. Gassco's HSE target is zero accidents, no injuries to people and zero damage to the environment and material assets. The number of critical incidents and personal injuries was still too high in 2024. The vast majority of incidents classified as critical were classified as such because the incident could potentially have led to injuries in the event of small changes in the course of events. Only one of the critical incidents resulted in an actual consequence (gas leak at the start of a turnaround at a process plant). None of the personal injuries in 2024 had the potential to cause serious harm.

#### ▲ **Emerging risk – Changes to framework conditions:**

The geopolitical security situation has changed since Russia invaded Ukraine. The war is affecting the energy situation globally, in Europe, in Norway and for Gassco. Transporting gas to Europe via pipelines has been designated a fundamental national function and Gassco is therefore fully subject to the Security Act. Future gas activities could also be affected by regulatory changes, such as the EU Taxonomy, emissions requirements, carbon allowances, emissions costs and adjusted terms of reference.

### MEDIUM TERM (2-3 YEARS)

★ **Opportunity – Realising the digital strategy:** Our digital strategy is an important tool for achieving the company's strategic goals. The digital strategy consists of a number of focus areas. Key factors include data availability, secure and efficient IT operations, strong IT security barriers, sound IT infrastructure and a secure cloud platform for relevant parts of our IT solutions. The appropriate use of AI has also been included in the company's digital strategy.

▲ **Emerging risk – Security of supply:** System operations faces various scenarios that threaten Norwegian supply capabilities, including operational disruptions, physical security threats and cyberattacks. Maintaining a continuous focus and training on these scenarios are crucial to ensure high uptimes and stable deliveries.

▲ **Emerging risk – Greater pressure on unit costs:**  
The activity at the plants is high and this will continue for the next few years. This is putting pressure on the entire value chain. The industry is also experiencing a negative trend in costs due to, for example, the market, inflation, exchange rates, aging plants and new requirements. In addition, the most recently reported forecasts of volume indicate an expected decrease from the 2030s onwards, which will result in a greater risk of higher unit costs during this period.

**LONG TERM (4-5 YEARS)**

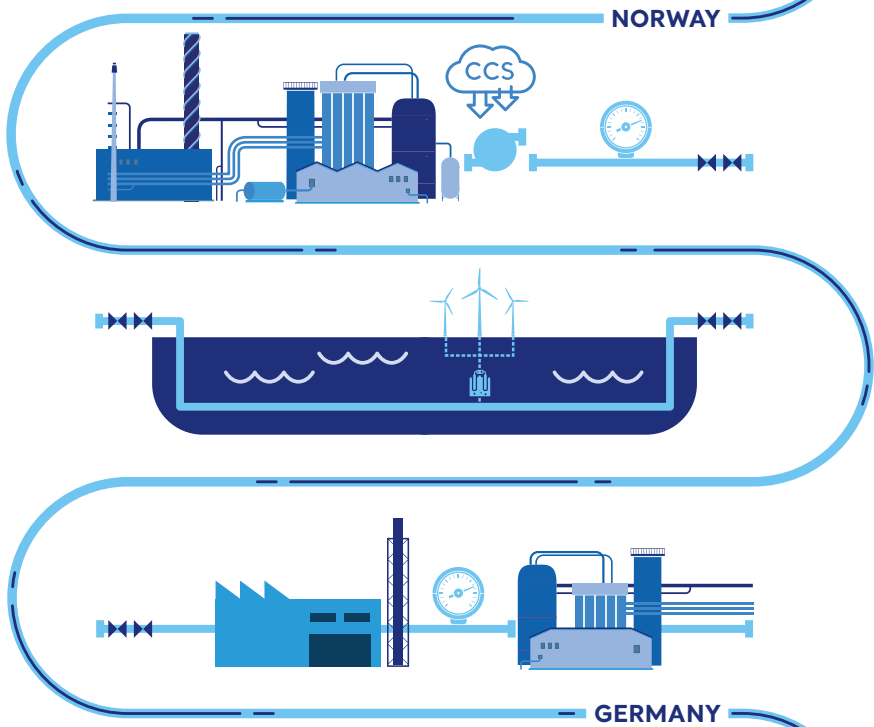
▲ **Emerging risk – Ability to meet emissions targets:**  
Gassco's business is affected by climate change and climate policies. International and national targets to cut emissions are leading society to adopt more renewable resources, while coal, oil and gas are being phased out. Gassco must carefully monitor these developments and understand and manage the climate risks that may affect its business, such as transitional risk, physical risk and liability risk. Gassco established specific climate goals for its operatorship in 2024, which are designed to reduce GHG emissions by 2030 and 2050. Read more about how Gassco works on climate risk on page 87.

★ **Opportunity – Infrastructure in the Barents Sea:**  
Based on the Norwegian Offshore Directorate's mapping of potential resources, developing the Barents Sea will be important for Norway's future as a supplier of natural gas. The timing of phasing in new gas volumes from the area could also affect future use and development of existing gas infrastructure. The Barents Sea may become important in ensuring future energy supplies to Europe and it is therefore crucial to prioritise both maturation of the volume potential and flexible gas infrastructure solutions. Gassco is studying this from an architectural perspective in close dialogue with relevant stakeholders.

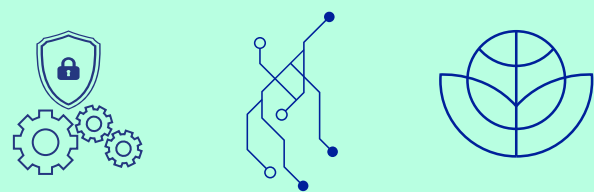
★ **Opportunity – Development of CO<sub>2</sub> transport value chain:**  
The energy transition is resulting in changes that may affect gas infrastructure and create a need for closer integration between the energy sectors and new value chains such as hydrogen, ammonia, CCS and sector integration. Gassco will be involved in assessing transport solutions for CO<sub>2</sub> transport on ships and via pipes. In the future, the work will include framing, and the possible start-up of, a conceptual study of pipe transport of CO<sub>2</sub> from Northwest Germany to storage on the NCS in collaboration with some licensees.

**Changes to the risk picture since 2023:**

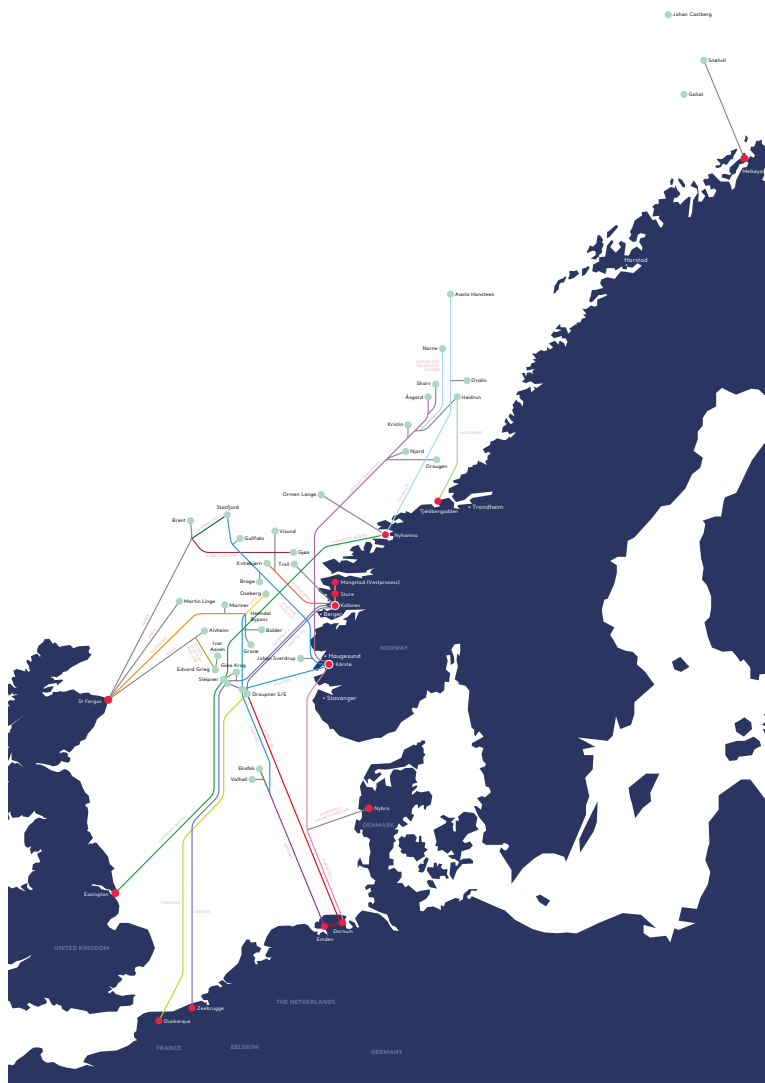
- 'Appropriate use of AI' is new in 2024 and has been included as an opportunity.
- 'Development of CO<sub>2</sub> transport value chain' is a continuation of last year's 'German-Norwegian energy collaboration'
- 'Greater pressure on unit costs' contains elements from 'Current cost level and long-term cost pressure' and 'High activity levels' together with updated volume forecasts, this will be important in the future.
- 'Security of supply' has been changed from 'Ability to utilise the annual transport capacity'.
- 'Critical incidents – falling objects' has been changed from 'Negative trend in HSE results' and focuses more on falling objects, as well taking into account elements from 'High activity levels'.
- The 'Threat picture' replaces 'Security: Physical threats' and covers more than just physical threats.







# Gassco's three strategic goals



Gassco will secure energy supply through sustainable operations and development

To this end, the company has defined three strategic goals: "safe, reliable and efficient operations", "create infrastructure for the future" and "reduce climate impact". Below follows a short account of the scope of these goals, achieved results, and Gassco's view of these goals' futures.

Summary of results for the strategic goals

Strategic goal	Indicator	Result	Goal
Safe, reliable and effective 	Fatalities	0	0
	Personal injury frequency	6.59	0
	Lost-time injuries	19	0
	Fires	2	0
	Gas leaks	3	0
	Critical incidents (number)	7	0
	Critical conditions (number)	2	0
	Unintentional spills, oil/chemicals (number)	1	0
	NO <sub>x</sub> emissions (tonnes)	728.4	*
	Gassco's ability to deliver at the end point (%)	99.40	99.24
	Product quality, dry gas (%)	100.00	99.96
	Extra capacity sales (MSm³)	3868	3294
	Total operating expenses, excluding electricity and taxes (NOK millions)	8105	7818
Create infrastructure for the future 	Barrier integrity indicator Gassco	Green	Green
	Quality of decision making evidence for potential development of large-scale hydrogen value chain (%)	100	100
	Quality of decision making evidence for potential development of large-scale CO2 transport value chain (%)	100	100
Reduce climate impact 	CO <sub>2</sub> e (kg/MWh)	0.75	0.9
	Scope 1 emissions (direct CO <sub>2</sub> and methane emissions) ktonnes	906	**
	Scope 2 emissions (emissions from purchased electricity) ktonnes	70	**
	Quality of decision basis for Kårstø electrification project (inkl. CRP) (%)	100	100
	R&D costs in relation to the goal of "reduce climate impact" (%)	40	33
	Sickness absence (%)	3	3.0
People, competence and organisation 	Proportion of women in management team (%)	50	50
	Employee and development appraisals, staffing strategy and pulse surveys (health and safety) (%)	90	100
	Apprentices (number)	1	1

\* No common threshold limit value has been defined for NO<sub>x</sub> emissions, although limit values have been established per facility. \*\* No threshold limit values have been established for total GHG emissions (Scope 1 and Scope 2). These are followed up through emission intensity.

# The strategic goal

# Safe, reliable and efficient operations



This target involved the following topics in 2024:

- safety culture
- plant integrity
- safety
- competitive plants
- optimised operation of the gas transport system

Gassco has been tasked with running and further developing gas infrastructure in a safe, reliable and efficient manner. Outstanding results for health, safety and the environment (HSE), a strong ability to deliver and a high level of efficiency are crucial for ensuring the competitiveness of NCS.

This strategic goal is in line with **UN SDG 8, Decent Work and Economic Growth** and **UN SDG 12, Responsible Consumption and Production**.

Gassco has a philosophy of zero accidents and no harm to people, the environment or material assets. This philosophy is based on a conviction that all harm can be prevented by systematic and targeted HSE work. This also includes a requirement to prevent all emissions and to protect nature. This accords with **UN SDG 14 Life below Water**, and **UN SDG 15 Life on Land**.

## Safety culture

Safety culture is about how a company performs its duties, including routines that ensure safety in day-to-day operations. Human behaviour is an important barrier for avoiding adverse incidents. Ensuring that the development of a strong security culture is an ongoing process is therefore crucial with respect to achieving good results. For more information about the company's safety culture, see chapter 'S1 – Own workforce' on p. 119

## Plant Integrity

Safe, sustainable and reliable operation is important for Gassco's operatorship. The company operates and maintains the infrastructure in a structured and planned way throughout an asset's operating life.

The company has good work processes, systems, tools, expertise and resources and works continuously to improve these.

Ageing increases integrity risk and Gassco therefore works systematically on a long-term basis to minimise this and to strengthen understanding of how ageing affects its assets.

**Security**

Competent and correct management of security issues and threats is crucial for safeguarding people, assets and the energy supply. The security culture is about how Gassco works and behaves to ensure a high level of security in day-to-day activities. Cyber security, physical security and organisational security are all part of the integrity and barrier security in Gassco's activities.

In autumn 2022, the Ministry of Energy designated 'transporting gas to Europe via pipelines' a fundamental national function, and in March 2023 it decided that Gassco would be fully subject to the provisions of the Security Act. The geopolitical situation associated with the ongoing war in Ukraine and use of hybrid methods, mean that Norway and the EU are particularly focused on securing the supply of energy and gas to Europe. Gassco has started work on complying with the requirements set out in the Security Act.

Gassco continuously monitored the threat picture throughout 2024 in close dialogue with the security authorities, and mitigation measures were implemented accordingly. The measures impact Gassco's entire organisation, as well as our partners and contractors.

**Competitive plants**

Competitive plants are achieved through safe and reliable operations, sound planning and communication, low costs and emissions, innovative solutions and the ability to facilitate new business opportunities and services.

Key instruments in achieving this are user and owner dialogue, benchmarking, digitalisation and research and development (R&D).

**Optimised operation of the gas transport system**

Gassco works continuously to maximise value creation on the NCS and there are always margins that can be exploited. For example, new digital tools can be developed, and existing tools can be further developed and adapted to different operating patterns. Such development work can lead to improved insight, better planning and optimised operation of the network. Good, close communication and appropriate information-sharing with internal and external stakeholders is also essential.



**Goal results 'safe, reliable and efficient operations'**

Energy is a major political issue and, as a result of the war in Ukraine, the European energy situation has been pushed further up the international agenda. The situation underlines the importance of Gassco's strategic goal of 'safe, reliable and efficient operations'. Several measures have been initiated as a result of an increased need for security and critical security and operational activities have been prioritised.

Gassco's management system includes reporting, investigating and following up on incidents and nonconformities. This work is important for achieving continuous improvement. The company has established key performance indicators for goal attainment (KPIs) that show the trend in HSE results over time. This contributes to measurable and efficient improvement measures.

Gassco works purposefully to identify, follow up on and initiate measures following incidents. Since the start of 2024, critical events have been divided into two different KPIs. One is for incidents that result in actual injuries or involved a potential for injuries, and the other is for critical conditions. There were 1.3 critical incidents (incidents resulting in actual injury or that involved a potential for injury) per million hours worked in 2024 compared with 1.4 in 2023. There were a total of seven such critical incidents in 2024, which is on a par with the nine in 2023 (NB: the figure of nine for 2023 was the sum of critical incidents and critical conditions). Somewhere in the order of 0.8 million fewer hours were worked in 2024 than in the year before (5.8 million hours worked in total). Two of the nine critical incidents were linked to conditions detected in safety systems/barriers. Eight of the nine critical incidents did not result in actual injury but were still critical in the sense that they had the potential to have serious consequences. One incident, a gas leak during the turnaround at Kårstø was classified as an actual critical incident.

All nine critical incidents/conditions were thoroughly reviewed and analysed, and risk mitigation measures were implemented. The lessons learned were shared internally within Gassco's operatorship.

Gassco registered two minor outbreaks of fire (defined as a visible flame) in 2024 (20 April and 22 July) both at the Kårstø plant.

The company recorded three gas leaks of more than 0.1 kg/s at the Kårstø plant (21 February, 31 July and 2 September).



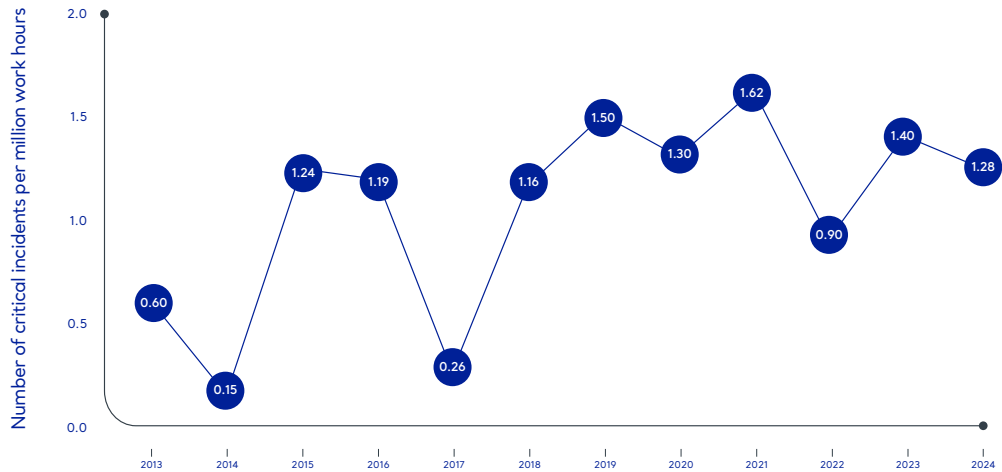
Taking a systematic approach to HSE and improvement is important. Gassco takes critical incidents, critical conditions and personal injuries seriously and prioritises systematic improvement work within HSE to achieve the objective of zero critical incidents or serious personal injuries. A working group and a methodology have been established to ensure sustainable learning from incidents.

In 2024, the working group worked on avoiding gas leaks in connection with maintenance tasks. The work took place across plants and across technical service providers and Gassco's terminals. For 2025, the topic is 'Falling objects' with a focus on structural elements.

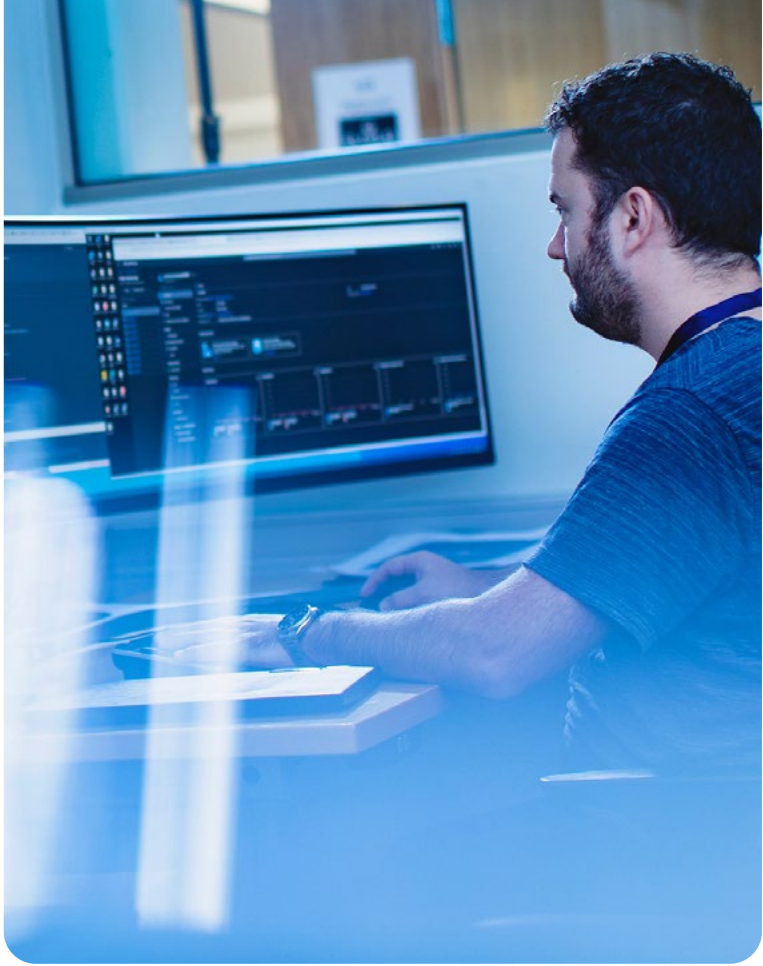
In 2024, the company established human and organisational performance (HOP) principles that have been prepared for use in learning groups. The established HOP methodology can also be used as an alternative in investigation processes, both after incidents and as a proactive learning tool after near-incidents, and other situations the company wants to learn from.

The improvement process that took place in 2023 in relation to coordination and uniformity in HSE work in projects and the unified focus on HSE and measures continued in 2024.

As a responsible operator, the company wants to work closely with technical service providers (TSPs) in order to fulfil its supervisory role and improve safety at the plants.



Critical incidents



When it comes to asset management, Gassco continues working to strengthen the control of technical, operational and organisational barriers. Physical security and IT security were also central initiatives in Gassco's integrity management in 2024.

Monitoring asset integrity and effective barrier controls are crucial in preventing critical incidents. Gassco works systematically to ensure good control of asset integrity through appropriate indicators and measures implemented based on risk.

Gassco has several ongoing projects linked to increased technical integrity at facilities, with a primary focus on ageing and solutions that are not in accordance with current standards. Gassco also has other major projects in development and execution.

**Statpipe New Landfall Kalstø**

A new landfall solution came online in 2024 to ensure predictable gas transport via the landfall at Kalstø. The new landfall includes a new subsea tunnel. The project connected the new pipe sections for Statpipe P34 during a special shutdown of the pipe, and the pipe sections for Statpipe P31 were connected at the same time as SD-2024.

**Projects at Kårstø**

Several projects were completed at Kårstø in 2024 in connection with the planned plant shutdown, including the new control rooms, replacements of flare tips, valve replacements and new control and safety systems. There are also ongoing projects to receive gas from new fields. In addition to this, studies have been initiated on reducing GHG emissions.

**Barrier integrity review**

The barrier integrity review, which is based on a completed gap analysis, is intended to improve the technical security at the receiving terminals on the continent and in the UK. The project will be implemented in Dunkirk, Zeebrugge and Germany. The UK's basis for making decisions is being reviewed and this is expected to be completed in the first quarter of 2025.

**Draupner robustness campaign**

The project to upgrade the Draupner plant and ensure operation beyond 2028 is now underway and is expected to be completed in the fourth quarter of 2025.

**Projects at Kollsnes**

Capacity expansion and integrity projects were completed at Kollsnes in 2024. Both NGL installations and other parts of the plant were hardened. Modifications were also made to hot oil heaters to meet environmental requirements.

**Heimdal bypass**

A successful Heimdal bypass project was completed in 2024. The Heimdal riser platform will be removed from the NCS in summer 2025.

During the year, Gassco continued to improve systems, data, tools and work processes, with a particular focus on preventing gas leaks.

Managing TSPs and digitalisation were important initiatives. Gassco collaborated with Equinor on further automating data sharing and the monthly reporting process throughout 2024. The results of this work are expected to be operationalised in 2025.

Gassco's goal is to avoid environmental harm, and it complies with ISO 14001 with respect to environmental management. Internal processes were established to comply with ISO 50001 in Germany in 2024. Simpler processes were also established for energy management at terminals with less energy consumption. The most significant environmental focus for the company is on emissions of CO<sub>2</sub>, CH<sub>4</sub> and NO<sub>x</sub>, and on the consumption of electrical energy. Other components of emissions to air and water are followed up as needed.

Supervision in the form of audits, verifications and management inspections play an important role in Gassco's monitoring of its activities. The company is also audited by the authorities and facility owners. The authorities conducted fewer supervisory activities in 2024 than in 2023. Supervisory activities conducted in 2024 resulted in 19 nonconformities and 14 points requiring improvement. The board monitors safety work and the measures that have been implemented.

All Gassco process plants, receiving terminals and platforms operate within annual emissions limits. For more information on pollution monitoring, see the chapter on E2, page 108.

The emergency response team constitutes an important part of Gassco. In 2024, the emergency response team conducted and participated in 12 emergency exercises at Bygnes. The drills demonstrated that Gassco's emergency response is robust and well-functioning. Gassco's emergency response team was mobilised eight times in 2024.

In 2020, Gassco initiated its work to establish a process-based management system. The company continued to develop the management system in 2024. The vast majority of the work processes have now been mapped and implemented, and the work on mapping the remaining processes continues in parallel with the focus switching to Gassco being able to maintain the system's contents.

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In 2024, Gassco delivered **117.6 BCM (1 295 TWh)** of natural gas from the NCS to Europe via the pipeline transport network. The total volume delivered was almost 8 per cent lower than in 2023, primarily due to a less extensive maintenance programme. Kollsnes process plant has achieved record deliveries since it was upgraded in autumn 2023. In 2024, the deliveries to Europe were the highest ever, taking into account volume flow, and marginally beat the previous record from 2017.

In line with the transport system becoming increasingly complex, being utilised more and having more field connections, as well as fields with challenging gas qualities, it has also become more challenging to deliver high availability in the market. Delivery availability was 99.41 per cent in 2024, compared with 98.53 the year before. The increase was mainly due to less maintenance, since maintenance often results in consequential effects and start-up problems. February, April, June and September 2024 stand out from a negative perspective due to, for example, riser platform leaks and power outages. Delivery availability was below 99 per cent during these months.

The shipping of natural gas liquids (NGL) and light crude oil (Gudrun Blend) from Kårstø and condensate from Nyhamna has to be properly coordinated in order to avoid affecting the export of dry gas. Therefore, seamless coordination between ships, Gassco and port facilities is essential. There were a total of 359 port calls at Kårstø during the year and four at Nyhamna. The number of port calls was slightly lower than in previous years. This was primarily due to operating status with a reduction in the separation of liquid gases at Kårstø for long periods of time. Kårstø port was closed for an accumulated total of 227 hours due to weather (wind, waves, fog, etc.) and this delayed loading for a total of 24 ships.

Gassco has continued to maintain a good, close dialogue with users of the transport system. Capacity increase, both on a weekly and a daily basis, has been a high priority where possible. The value of dry gas was higher than the value of liquid gas for prolonged periods of time, and adjustments to the system were therefore made to maximise the value of gas transport. Separation of liquefied gas has been reduced at Kårstø in order to increase the energy in dry gas exports from the plant, as the price of the latter has increased more than the price of liquid gas. This also includes propane.

The planned maintenance activities on field installations, riser platforms, process plants and receiving terminals were less extensive in 2024 than in 2023. Not only were the turnaround activities demanding in of themselves, but restarting after them often results in challenges that lead to delays. There were fewer of these in 2024.

The integrated gas transport system is flexible and makes it possible, to a certain extent, to compensate for disruptions in the field, at process plants and on riser platforms. Gassco can also sign operational agreements with transport operators in adjacent transport systems. This allows for greater flexibility in gas deliveries from the NCS, which can be utilised via controls from the Gassco transport control centre in Bygnes.

Total operating costs, excluding electricity and taxes, amounted to NOK 7 223 million for 2024, while the operating cost target for the year was NOK 7 234 million. Operating costs in the transport system were high in 2024 compared with recent years. This increase was primarily due to increased hourly rates and increased maintenance costs, especially at the process plants. Benchmarking was conducted in relation to similar facilities to Gassco's terminals, process plants, platforms and pipelines in 2022. Benchmarking shows that the transport system is run in a safe, reliable and effective manner.





Within research and development, one of the goals for the year was to carry out some selected activities with a short path from start to value creation using new methodology. Gassco's focus on innovation and efficient methods is helping strengthen the company's ability to meet the challenges of the future. By continuously improving research and development processes, Gassco is laying the foundations for sustainable operations and value creation. In collaboration with the plants, the company identified innovation activities at the plants that have been implemented. The selected innovation activities include:

**Developing and testing automated weld repair inside pressure tanks.** This approach allows for the repair of finds of internal corrosion in pressure tanks without personnel having to enter.

**Developing a camera system for internal visual inspections of the gas metering system.** This system allows visual inspections of metering tubes and metering orifices faster and safer than current methods.



Future prospects for the goal  
'safe, reliable and efficient operations'

Gassco did not achieve the desired HSE results in 2024. Gassco has a zero vision and will maintain its commitment to achieving improvements in the HSE area, in close collaboration with TSPs. Particular attention is being paid to any factors with major accident potential, with a particular emphasis on process and work safety. How Gassco is working on this in relation to its own workforce is explained in further detail in the chapter 'S1 – Own workforce' on page 116 of this report. Based on analyses of, and investigations into, the critical incidents in 2024, measures were implemented and work on these will continue in 2025, primarily to ensure learning and experience sharing.

The benchmarking conducted in relation to similar facilities in 2022 showed good results. Nevertheless, areas requiring improvement within HSE, maintenance and costs have been identified, which Gassco will continue to work on.

Work on the integrity projects described on page 34 will continue in 2025.

New services, both in the transport system and at plants, are constantly being assessed with the aim of enhancing efficiency and value creation as part of optimising work processes and asset management.

Overall, topics and initiatives from 2024 will continue in 2025.



# The strategic goal ——— Create infrastructure for the future

This target involved the following topics in 2024:

- **efficient and timely development of the gas infrastructure**
- **a competitive model for the NCS**
- **new value chains**

In Gassco's role as the special operator, the company works as an independent, non-commercial and neutral system operator and architect. Enshrined in section 4-9 of the Petroleum Act and chapter 9 of the petroleum regulations, this role gives Gassco an extensive mandate to coordinate the further development and operation of the transport system with the aim of achieving integrated solutions. The system operator and architect role also contributes to developing safe, reliable and sustainable infrastructure of high quality.

This role supports the **UN SDG 9 Industry, Innovation and Infrastructure**, which covers the promotion of inclusive and sustainable industrialisation.

Future use and development of existing gas infrastructure will have socioeconomic and environmental effects. Transport solutions for new finds could realise unutilised resources and promote technological concepts with greater efficiency and a smaller climate impact. Norway was by far the largest supplier of natural gas to Europe in 2024. Increased availability of resources from the NCS has ensured many years with high utilisation of the gas infrastructure. This situation is expected to persist, both in the short and medium term, provided resources are maintained through exploration activities and new gas finds. Tomorrow's energy needs call for constant adaptations. Gassco will meet market changes through the effective and timely development of the infrastructure. Gassco aims to contribute to a well-functioning and competitive model for the NCS and to lay the groundwork for new value chains.

## **Efficient and timely development of the gas infrastructure**

Efficient and timely development of the gas infrastructure  
Substantial investment has been made in the infrastructure for processing and transporting gas from the NCS to the European market. This infrastructure is continuously being adapted to meet market demand and the future delivery picture depends in part on the number and size of new discoveries.

Long-term forecasts indicate consistently high production until the end of the 2030s. To maintain the competitiveness of Norwegian gas infrastructure from a long-term perspective, Gassco must ensure that decisions taken in relation to continued operation and development are timely and sustainable.

**A competitive model for the Norwegian continental shelf**

Well-functioning work and decision-making processes make a significant contribution to a competitive model for the NCS and to exercising the company's role as a special operator. Several revisions have been made to these processes over time, in part to ensure that the users, who bear the costs associated with the operation and further development of the gas transport system, are involved to a greater extent.

**New value chains**

The transition to renewable energy will generate a need for integration between the energy sectors and new value chains, such as carbon capture and storage (CCS), hydrogen, ammonia and power system. Norway has significant CO<sub>2</sub> storage potential on the NCS, and this provides a unique opportunity to develop a comprehensive CCS value chain as a basis for decarbonising the industry.

Gassco has, for several years, been developing knowledge about new value chains, focusing on carbon capture and storage (CCS) and hydrogen, through activities in the R&D portfolio. This work has provided valuable technical knowledge about developing a comprehensive CCS value chain, which includes capture, transport and safe storage of CO<sub>2</sub> on the NCS. At the same time, we have gained an overall insight into how large-scale production and the export of hydrogen can be realised.

Going forward, it is important to ensure that the R&D portfolio for new value chains focuses on both qualifying technology and skills development. Qualifying technology plays a key role in ensuring that solutions for both CCS and hydrogen value chains are safe, efficient and sustainable. Furthermore, developing comprehensive infrastructure requires not only technical and commercial understanding, but also the timely and sustainable development of existing infrastructure to meet future needs. This enables you to make well-informed decisions that provide a basis for competitive and climate-friendly development.



**Results for the goal  
'create the gas infrastructure of the future'**

In 2024, in its capacity as an architect, Gassco conducted a number of assessments of transport solutions for finds and fields on the NCS in connection with licensees' field development projects.

In recent years, the licensees have decided to develop several small fields that are now in development, with commissioning scheduled for the latter half of the 2020s. These are important decisions that will contribute to maintaining high utilisation of the gas transport system going forward.

In 2024, Gassco and its users and system owners conducted studies and projects with the aim of receiving complex gas compositions and increasing capacity for the onshore plants at Kollsnes, Kårstø and Nyhamna. Examples of such studies include facilitating increased utilisation of the Kvitebjørn gas pipeline to Kollsnes, increased capacity at the Kollsnes plant and facilitating complex gas compositions in future volumes for Kårstø.

On behalf of the Norwegian authorities, Gassco managed the feasibility studies linked to the Norwegian part of the German-Norwegian energy collaboration on hydrogen and CO<sub>2</sub> transport. As part of this work, a joint German-Norwegian feasibility study on a hydrogen value chain was published in 2023. This showed that, given a number of assumptions, including a market for low-carbon hydrogen, establishing a value chain for transporting hydrogen from Norway to Germany is technically feasible. Based on the high level of uncertainty associated with a number of these assumptions, Equinor and Shell chose to stop their large-scale hydrogen production projects in Norway in 2024. Thus, there was no basis for the further maturation of a project involving pipeline transport of hydrogen from Norway to Germany.

The CO<sub>2</sub> transport study conducted by Gassco together with the industry showed that CO<sub>2</sub> transport capacity from Europe to storage on the NCS may be feasible. The study also showed that establishing ship or pipe transport capacity are technically feasible solutions, where pipe transport offers economies of scale as a transport solution with a base volume of 40-60 million tonnes per year.

The next step for Gassco together with licensees includes assessing transport solutions for CO<sub>2</sub> transport on ships and pipes. It also includes framing, and the possible start-up of, a conceptual study of pipe transport of CO<sub>2</sub> from Northwest Germany to storage on the NCS in collaboration with some licensees.

Every year, Gassco draws up a transport plan based on updated resource submissions. As part of the work on the transport plan, Gassco identifies the expected utilisation of the gas transport system going forward for the purpose of maintaining efficient utilisation of the infrastructure, identifying bottlenecks and recommending any required changes. The transport plan also includes forecasts for potential future GHG emissions. The plan forms the basis for the selection of transport solutions and allows comprehensive and sustainable decisions to be made for each area.

The results of this year's transport planning process show that utilisation of the gas transport system is expected to remain high in coming years. In order to maintain high-capacity utilisation from a long-term perspective, further resource growth will be required. According to the Norwegian Offshore Directorate, the Barents Sea has significant resource potential and, as a result of this, and earlier studies, Gassco continued to work on facilitating a potential future export solution for gas in the Barents Sea in 2024.

Gassco also conducts comprehensive continental shelf assessments in close cooperation with users, owners and authorities, where the future gas infrastructure is analysed in a long-term perspective. The aim is to ensure that the infrastructure, its capacity and functionality are appropriate for future needs, and that sustainable and timely decisions are made regarding infrastructure development.

As the system architect, Gassco is continuously focused on contributing to well-functioning and efficient work and decision-making processes. Attention in the year was devoted to improving these processes so that they are better tailored to conversions and a possible downscaling or adaption of capacity to meet future needs.



## [Future prospects for the goal 'create the gas infrastructure of the future'](#)

There is excellent potential on the NCS to supply natural gas to Europe in coming years. Exploration is required on the NCS in order to maintain the competitiveness of Norwegian gas exports and high utilisation rates of the existing gas infrastructure. The exploration must be carried out in order to realise undiscovered resources and cost-effective development solutions for marginal finds. Declining production will challenge future transport costs and the efficient resource management of today. Further development of the gas infrastructure must also take into account changes to gas composition, changed field strategies and the establishment of new value chains.

To ensure optimal solutions for the alternative use of the gas transport system, it is important to consider factors such as energy consumption, the need to balance varying power production, energy storage and access to necessary infrastructure.

As part of the R&D programme 'Effective Infrastructure', Gassco, Equinor and OneSubsea have qualified one technological solution for subsea fiscal measurements. Use of the meter for fiscal measurements of CO<sub>2</sub> has also been assessed. This is a part of the work that is being undertaken to develop technology to enable subsea solutions for riser platforms. The purpose is to reduce the costs and to increase the flexibility by connecting parts of different systems on the seabed.

In close collaboration with the government, users, owners and other industry players, Gassco will outline future scenarios for sustainable development of the energy system based on Norwegian gas infrastructure.

# The strategic goal reduce climate impact



This target involved the following topics in 2024:

- **reduce emissions**
- **energy management**

## **Reduce climate impact**

Gassco's strategic goal is to reduce GHG emissions by 50 per cent by 2030 and to close to zero by 2050 through work on reducing emissions and implementing energy management. Gassco's job is to secure energy supply while at the same time working to reduce the climate impact. This is in line with **UN SDG 7 Affordable and Clean Energy** and **UN SDG 13 Climate Action**.

The goals are in line with **UN SDG 17 Partnerships for the Goals**.

A more detailed review of the topics of climate impact, actions, results and future prospects for reductions in emissions and energy management can be found under the section on '**Climate change (E1)**'.





# Sustainability

# Sustainability reporting

**Gassco operates within the "Pipeline Transportation" sector, which forms the core of the company's business – the transportation of gas through the Norwegian pipeline system to the EU and the United Kingdom. All operational income is directly linked to this sector.**

Gassco has chosen to prepare its sustainability report based inspiration from the ESRS (European Sustainability Reporting Standards) for the reporting year 2024. This provides a valuable opportunity to explore relevant principles and develop robust reporting processes. This year's reporting has focused on building an understanding of the requirements, testing the structure, and assessing how various elements can be adapted to the company's needs. Further development of the sustainability reporting will be considered in 2025.



## General principles for the preparation of sustainability reporting – Gassco

**Framework and data selection:**

Gassco's sustainability report was prepared with inspiration from the ESRS, which were drawn up by the European Financial Reporting Advisory Group (EFRAG). All data included in the environmental (E), social (S) and governance (G) sections are considered material based on the double materiality assessment (DMA) conducted by Gassco in 2024. The methodology is described in more detail in the methodology section of the report.

**Measurement basis and consolidation:**

The scope of consolidation in the sustainability report is similar to that of financial reporting. Sustainability reporting covers all of the units over which Gassco has operational control.

**Scope of value chain reporting (upstream and downstream):**

The sustainability report includes assessments of both the upstream and downstream value chain.

**Own activities:** Operational activities such as transport, maintenance and infrastructure.

**Upstream:** Gassco defines the activities on the NCS as its upstream impacts. Gassco assesses the impacts of suppliers and partners in the value chain

**Downstream:** As a gas transport operator, Gassco has limited downstream activity compared to companies that supply products directly to end-users. Gassco defines downstream activities as what is performed after receiving terminals by different transmission companies.



**Material accounting estimates and assessments:**

Work on developing specific goals and policies that will include the value chain in more detail is ongoing. The goal is to implement these in 2025. The materiality assessment and existing policies already cover the entire value chain, and Gassco is actively working on specifying concrete measures for both upstream and downstream activities in order to mitigate negative impacts and risks or promote positive impacts and opportunities identified in the double materiality assessment. See the individual topic sections for details on how the company is working on measures in the value chain.

**Limit values for corrections:**

Gassco uses the same approach for correcting ESG data errors in previous periods as that used for financial reporting. If material corrections need to be made, these will appear as adjusted figures in the report. All corrections are clearly marked to safeguard transparency.

**Timeframes and long-term objectives**

Gassco's established timeframes for short-term, medium-term and long-term goals are in line with ESRS 1 guidelines. In other words, the time horizons used are as follows:

- Short-term time horizon – up to end of 2025
- Medium-term time horizon – up to 5 years from end of 2025
- Long-term time horizon – more than 5 years from end of 2025



**Internal control with sustainability reporting**

Gassco has started work on establishing routines for internal control related to environmental and sustainability reporting, based on requirements from relevant standards such as the ISO 14001 standard for environmental management. With these processes, we are seeking to achieve accurate, high quality qualitative and quantitative data.

As part of preparing for the implementation of ESRS requirements in 2025, Gassco is in the process of establishing internal controls covering the entire reporting process. This includes:

- Securing data integrity and the completeness of the collected information from both own activities and the value chain.
- Validating estimates and reporting data.
- Establishing systems that ensure the correct accrual and quality of reporting information.

Internal control processes are closely integrated with Gassco's overall risk management, where sustainability reporting risks are monitored and addressed systematically. Decisions affecting reporting quality are followed up by the management group and quality assured through regular reviews.

By the end of 2025, Gassco will implement a formal risk management process and governance policies for sustainability reporting, which will include following up data sources, data verification and monitoring regulatory compliance.

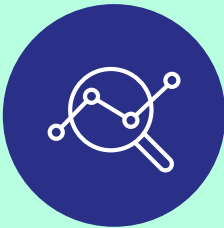
**Method**

**Double materiality methodology**

In 2024, Gassco conducted a double materiality assessment (DMA) to identify the most material impacts, risks and opportunities related to the company's activities and value chain. The process was conducted in line with the requirements of the ESRS and associated EFRAG guidelines. The aim was to obtain a comprehensive understanding of sustainability impacts and financial consequences, as well as to provide a solid basis for strategic decisions and further sustainability reporting.

**Methodology and process**

Gassco followed a structured three-step process to ensure a robust assessment and the clear prioritisation of material topics.



Identification



Assessment



Validation



**Step 1**  
**Identification**

**Identification of impacts, risks and opportunities**

The process started with a thorough review of internal and external documents, combined with engagement with key stakeholders. Internal professionals from various parts of the organisation, such as the sustainability team, risk department, management group and operations, contributed insights into the company's activities and value chain. External stakeholders were also included in the process. For more information on the stakeholder engagement, see the corresponding section below.

Identified impacts, risks and opportunities were categorised in line with the sustainability topics defined in ESRS 1 Appendix A and assessed as either positive or negative, as well as actual or potential. Risks and opportunities that could impact the company's financial performance were also mapped, including reputational risks and dependencies on natural resources.



**Step 2**  
**Assessment**

**Assessment and prioritisation**

The identified topics were then assessed and prioritised based on assessments of severity and likelihood. The severity of sustainability impacts was assessed on the basis of:

**Scale:** How serious or beneficial the impact is.

**Scope:** How widespread the impact is.

**Irremediable character:** How difficult it is to remediate the harm.

Financial materiality was assessed on the basis of financial consequences and the likelihood of the risk or opportunity being realised. The topics were ranked using a five-point scale, where each criterion was scored individually. The results were validated in internal workshops where relevant professionals reviewed and confirmed the assessments.

How are severity and likelihood assessed?

Based on this process, the material topics were identified and a materiality threshold set such that topics of material severity or financial risk were included. Time horizons for the short, medium and long term were assessed.

Gassco has no direct financial risk because it operates as a neutral and non-profit operator, where costs are covered through tariffs and financial risks are borne by the infrastructure owners. The company therefore assesses operational risk in its assessment, while financial risks and opportunities in the DMA are related to potential impacts on tariff levels due to sustainability matters. This approach ensures that financial considerations reflect how operational factors can impact the transport system's users through tariff changes.



**Step 3**  
**Validere**

**Validation and embedding**

The results of the analysis were validated through a workshop with the project group and further embedded in the management group and the board. The topics that scored a medium or high materiality rating are subject to sustainability reporting.



**Methodical approach to interaction between impacts, risks and opportunities**

As part of the double materiality assessment (DMA), Gassco assessed the relationships between sustainability impacts and financial risks and opportunities by analysing how operational and environmental factors can impact tariff levels, the company's financial sustainability and long-term operations. The methodology included a systematic review of identified impacts and their potential financial impacts, which was assessed using criteria such as severity and likelihood. This approach ensures that financial risks and opportunities reflect operational factors and potential changes in tariffs, without including traditional market risks.

**Prioritisation of sustainability risk and integration in decision-making processes**

In Gassco, sustainability risks are considered an integral component of the company's overall risk management and decision-making processes. Sustainability-related risks, such as environmental or human impacts, are prioritised based on their severity and likelihood of occurrence, as are operational risks. Sustainability risks are managed by the department that owns the process to which the risk relates. For example, the human resources and safety, security and sustainability departments follow up risks that apply to the company's own workforce. Metrics for risk management are determined and if exceeded, nonconformities with respect to metrics are reported as part of the monthly reporting. Such nonconformities may result in the risk being classified as critical and subsequently managed via the company's established risk follow-up process.

Gassco uses a common risk assessment tool to ensure that all critical risks, including operational and sustainability risks, are assessed and scored consistently across categories. To ensure sustainability risks receive adequate attention, they are assessed in light of the company's strategic goals and regulatory requirements. Risks with a high likelihood of occurring and serious consequences are given a high priority and followed up through action plans that include the management group and board level.

The radar image of the company's most critical risks is presented in the chapter 'Risk management' on page 18. For more information on the company's overall risk management process, see 'Corporate governance' on page 142.



## Gassco's stakeholder engagement

### Stakeholder engagement

Gassco views stakeholder engagement as a crucial factor in identifying sustainability risks, impacts and opportunities. Through systematic and regular engagement with its stakeholders, the company ensures that different perspectives and concerns are understood and integrated into strategic decisions. This engagement provides the basis for Gassco's work on due diligence, materiality assessments and the development of sustainability measures.

These inputs have contributed to the development of Gassco's strategy and business model. For example, the company has set targets for significant reductions in GHG emissions. It has also strengthened cooperation with other stakeholders in order to promote sustainability in the value chain, and it has developed concrete measures for the green transition as set out in the environmental, social and governance (ESG) topic sections. This will also be taken account of in the further development of policies in 2025.

The company's administrative, executive and governance bodies have been informed of stakeholders' views and interests in relation to sustainability-related impacts via a board report that presented the findings from the review of material topics, including the stakeholders identified and processes used. Gassco regularly meets with owners and shipowners where sustainability topics are on the agenda. Through presentations of results and measures, representatives are given an opportunity to influence Gassco's sustainability work. These stakeholders also receive regular monthly reports and information about all incidents and government engagement. Engagement via trade associations and professional networks across different industries also shapes Gassco's sustainability work. To obtain external input that can reflect silent stakeholders (such as nature), Gassco maintained a dialogue with (Zero) in its work on the double materiality assessment.

As a state-owned enterprise, it also maintains a close dialogue with its owner ministry and expectations concerning the company's work on sustainability are expressed through owner notices and in technical meetings.

All applications for permits are in the public domain, and activities that may result in emissions are subject to a public consultation process by the authorities. Impact assessments prepared by the company are delivered to the Ministry of Energy, as part of a plan for development and operation. The company also takes the initiative to provide information and maintain a dialogue on sustainability issues relevant to local communities through local newspapers, information meetings and neighbourhood pamphlets.

Such information and engagement provides local communities with information about chemicals, major accident hazards, environmental impacts, pipelines and emergency response in the event of offshore emissions, as well as updates in accordance with the requirements of the Major Incident Regulations. In the case of less extensive activities, municipalities and residents' associations are invited to meetings to ensure good engagement and transparency. For example, the company has provided information to residents' associations and local members of the public in connection with projects such as pipeline landfalls or construction work involving explosives and heavy transport. For larger projects, information meetings and presentations of activities are organised for relevant municipalities and affected communities, and sometimes Gassco invites mayors and representatives to working dinners. For normal operations, contact with local communities is managed by site managers, while all project-related activities have established systems for ensuring engagement and information are addressed. All work requiring permits complies with public guidelines, and the company places great weight on including and informing affected parties. The consultation processes have resulted in valuable input that has been integrated into risk assessments. All consultation processes and associated input are followed up and documented in the company's government records. Here, updates, permits and applications are stored for each individual plant, which ensures processes can be verified. Such systematic follow-up helps ensure compliance with all requirements and guidelines.



# Employees

(Rep. from Finance, HR and health and safety committee)

## How the engagement is organised

- Health and safety committee
- Works council
- Safety service
- Work relations and representation in the areas of health and safety:
  - Inclusion network
  - Employee-elected board members
  - Individual development reviews
  - Workplace surveys and assessments
- Employee surveys
- Organisational surveys

## Identified material topics

- Working conditions
- Health and safety
- Equal treatment and opportunities for all

## Examples of results from engagement

- Internal policy updates
- Improvement and action plans
- Communication from management group
- Input for HR and climate strategy for resource and competence mapping



# Ships

## How the engagement is organised

- Periodic reviews in management meetings
- Monthly reporting
- Due diligence in line with the Transparency Act
- Detailed reviews

## Identified material topics

- GHG emissions
- Energy
- Working conditions
- Equal treatment and opportunities for all
- Social Inclusion by consumer and end-user
- Governance
- Health and safety

## Examples of results from engagement

- Input for system operations for efficient value creation
- Input for climate strategy and roadmaps
- R&D activities for low-emission value chains



# Environmental organisations and civil society

## How the engagement is organised

- Stakeholder engagement
- Sustainability reviews
- Information collection
- Supporting documentation for strategic analyses

## Identified material topics

- GHG emissions
- Pollution
- Resource utilisation

## Examples of results from engagement

Input for climate strategy on resource use and interaction with local communities



# Executive management

## How the engagement is organised

- Fixed agenda item in management meetings
- Follow-up of targets and results
- Management group's review
- Detailed reviews

## Identified material topics

- GHG emissions
- Energy
- Working conditions
- Governance
- Health and safety

## Examples of results from engagement

Basis for strategic discussions and embedding of sustainability topics



# Owners

## How the engagement is organised

- Periodic reviews in management meetings
- Monthly reporting
- Detailed reviews
- Due diligence in line with the Transparency Act

## Identified material topics

- Working conditions
- GHG emissions
- Governance
- Health and safety

## Examples of results from engagement

- Input for climate strategy
- R&D activities – infrastructure system

Double materiality assessment results

The results of the materiality assessment provide a comprehensive understanding of the company's material impacts, risks and opportunities. A summary of the material sustainability matters is outlined in the tables below. For a detailed review of the company's related policies, strategies, actions and targets for addressing these topics, please refer to the respective sections on 'Environment', 'Social conditions' and 'Governance'.

We specify whether the impacts, risks and opportunities relate to own activities (OA) or the value chain (VC), as well as whether the impacts are positive or negative in nature. The descriptions concern actual impacts, unless otherwise specified.

The analysis of negative impacts and risks does not take account of measures taken to mitigate or counteract negative impacts, unless these have fully eliminated an impact or risk.

Dual materiality matrix 2024



Materiality sustainability factors mapped using dual materiality analysis.  
The factors refer to the ESRS sustainability standards.  
E1: Climate change E2: Pollution, biodiversity and ecosystems E5: Resource use and circular economy  
G1: Governance, risk management and internal control S1: Own workforce S2: Workers in the value chain  
S4: Consumers and end-users



Value chain



**E1**  
Climate change

	Value chain	IRO name	Description
Climate change adaptation			
Negative impacts		GHG emissions	<p>Gassco is involved in the entire natural gas value chain, which involves greenhouse gas (GHG) emissions on several levels:</p> <p>Upstream (extraction and production): The extraction and production of natural gas results in significant emissions of CO<sub>2</sub> and methane, contributing to global warming.</p> <p>Own activities (transport and processing): Operating Gassco's pipelines and process plants requires a lot of energy, resulting in direct GHG emissions.</p> <p>Downstream (distribution and end use): The combustion of natural gas by end-users results in additional CO<sub>2</sub> emissions. Although Gassco does not own the gas or have a direct financial interest in the final product, the company's activities are crucial for the gas reaching the market, and Gassco is thus indirectly linked to these emissions.</p>
Positive impacts		Potential to reduce GHG emissions	<p>Gassco plays a critical role in reducing GHG emissions through the development of transport solutions for carbon capture and storage (CCS). As the operator of the Norwegian gas pipeline system, Gassco is responsible for developing and operating infrastructure that enables safe and efficient CO<sub>2</sub> transport from sources of industrial emissions to storage sites below the seabed. This helps reduce emissions across the entire value chain, from production to end use, and supports global climate targets by providing solutions for managing CO<sub>2</sub> emissions.</p>
Climate change actions			
Risks		Ability to achieve emission targets	<p>Gassco is part of a value chain that results in GHG emissions, both in its own activities, upstream in the fields and in the market. In order to reduce this impact, Gassco needs to plan for transition and reducing GHG emissions. Gassco faces significant challenges in achieving its emissions targets due to challenging economic drivers, market mechanisms, immature technology and decision inertia. See under 'Actions and resources in relation to climate change policies' for an overview of the company's actions designed to achieve set emissions targets.</p>
Energy			
Negative impacts		High energy consumption	<p>Energy management at plants and in TCC aimed at the efficient use of energy and reduction of GHG emissions. Gassco consumes significant amounts of energy in operating its gas infrastructure, including process plants and receiving terminals. This involves the consumption of natural gas, diesel and electrical energy from the electricity grid. One of the focuses of its energy management is ensuring that energy continues to be consumed as efficiently as possible. Gassco plays a role in reducing energy consumption in both its own activities and in the value chain (preferably) upstream.</p>



**E2**  
Pollution

	Value chain	IRO name	Description
<b>Water pollution</b>			
Negative impacts		Emissions related to daily activities	Gassco's daily operation of process plants results in emissions of components to water. These are governed by threshold limits and while their impact is assessed as low, they have been confirmed, identified as an impact and licensed pursuant to the Pollution Control Act.
Risks		Emissions related to incidents	Unintentional emissions of chemicals from process plants
<b>Air pollution</b>			
Negativ påvirkning		Emissions of components to air, daily activities and safety flaring in event of incidents	There are emissions to air of NOx and SOx, as well as other components from the combustion of natural gas as part of operating the process plants.
Positive impacts		Emissions of components – offshore	With efficient systems operation, Gassco can reduce the need for fuel gas used for compression platforms, which represents potential for lower emissions.



**E5**  
Resource use and circular economy

	Value chain	IRO name	Description
<b>Avfall</b>			
Negative impacts		Waste management	Operating plants and gas infrastructure generates waste (e.g. chemicals, waste heat and materials such as metal, wood and concrete). Modifications and new projects also involve the consumption of resources/materials. As an operator, Gassco stipulates stringent criteria for waste management in its procurement processes. Opportunities for reducing waste, reusing materials or other means of utilising, for example, heat must be explored in order to identify resource utilisation in a circular economy and reduce the footprint of the activities.



**S1**  
Own workforce

	Value chain	IRO name	Description
<b>Working in Gassco (working conditions)</b>			
Negative impacts		Secure employment	Safe employment: Gassco focuses strongly on safety and good working conditions for all employees, as well as the working environment and well-being. Gassco's actual commitment to maintaining safety and good working conditions demonstrates the company's responsible approach to employee welfare. Gassco focuses on adequate wages and facilitating processes and channels for participation, as well as procedures for whistle-blowing channels.
<b>Health and safety</b>			
Risks		Risk of personnel injuries	Health and safety: safety of employees at the plants where Gassco is an operator. Gassco has a zero vision for accidents and occupational injuries. With targeted actions and investments in safety infrastructure, training and emergency preparedness, Gassco can create a safe working environment for employees working at the plants Gassco operates.
<b>Diversity, equality and inclusion</b>			
Positive impacts		Equal treatment of employees	Gassco's potential for promoting equal treatment and opportunities for all employees is a key element of the company's social sustainability. Gassco recognises the importance of an inclusive work culture based on diversity and equality. This means that ensuring all employees, regardless of gender, age, background or other characteristics, have equal access to career opportunities, development and participation in decision-making processes.



**S2**  
Workers in the value chain

	Value chain	IRO name	Description
<b>Working conditions</b>			
Risks		Decent working conditions	HSE risk of being injured at subcontractors' facilities and by products used in our own activities.
<b>Equal treatment and opportunities for all</b>			
Positive impacts		Equal treatment and opportunities for all	Good working conditions and equality. Inadequate equality initiatives can result in discrimination, less participation and limited opportunities for some groups of employees. By offering such initiatives, Gassco can influence equality in Gassco in an industry with an imbalanced gender distribution.



S4  
Consumers and end-users

	Value chain	IRO name	Description
Social Inclusion by consumer and end-user			
Positive impacts		Equal access for everyone	<p>Gassco plays a key role in delivering energy and ensuring Europe’s security of supply. Supplying this natural gas is essential in meeting the energy needs of industries, households and local communities, and helps sustain economic growth and development.</p> <p>Gassco’s infrastructure enables the efficient transport and distribution of natural gas, which is an important energy source with a lower climate footprint than other fossil fuels. This transport of natural gas ensures a steady and reliable energy supply, which is especially important during times of increasing demand or unforeseen events. By ensuring access to a diversified and reliable source of energy, Gassco is helping reduce Europe’s reliance on less sustainable and more vulnerable sources of energy.</p>



G1  
Business conduct

	Value chain	IRO name	Description
Corporate culture and business conduct policies			
Positive impacts		Governance	<p>As both a systems operator and an operator in various joint ventures, Gassco has shown a strong commitment to fulfilling its mandate and achieving its set targets. Taking this active approach to operator responsibilities helps foster a culture that promotes accountability, curiosity and continuous improvement.</p> <p>Through its role as a pioneer, Gassco sets standards for efficiency and reliability in the gas industry. Gassco ensures that its gas infrastructure and joint venture operations are operated safely and sustainably.</p>
Management of relationships with suppliers			
Positive impacts		Requirements for suppliers	<p>The supply chain plays a key role in Gassco’s ability to comply with ethical and environmental standards. At the same time, Gassco can help influence and set requirements for its suppliers in relation to its own activities.</p>
Prevention and detection of corruption or bribery			
Risks		Corruption and bribery	<p>There is a risk of sensitive information being shared that could harm Gassco.</p> <p>No Gassco employee can be involved in corruption or bribery – and training is provided upon appointment.</p>



E5

Resource use and circular economy

	Value chain	IRO name	Description
Waste			
Negative impacts		Waste management	Operating plants and gas infrastructure generates waste (e.g. chemicals, waste heat and materials such as metal, wood and concrete). Modifications and new projects also involve the consumption of resources/materials. As an operator, Gassco stipulates stringent criteria for waste management in its procurement processes. Opportunities for reducing waste, reusing materials or other means of utilising, for example, heat must be explored in order to identify resource utilisation in a circular economy and reduce the footprint of the activities.





## E1 Climate change

### EU Taxonomy

The regulation establishes a general framework for determining the extent to which an economic activity can be classified as sustainable. The aim is to create a common understanding of what activities and investments meet the criteria for sustainability. The activities performed under Gassco operatorship are currently not Taxonomy-eligible. However, Gassco is conducting a number of studies and R&D activities looking at alternative uses of the gas infrastructure that may be covered by the criteria in the Taxonomy Regulation. One example of this is evaluating hydrogen production using offshore wind as an integral part of the gas network, which could help reduce the carbon footprint and support the transition to a more sustainable energy mix.



### Climate change and energy consumption

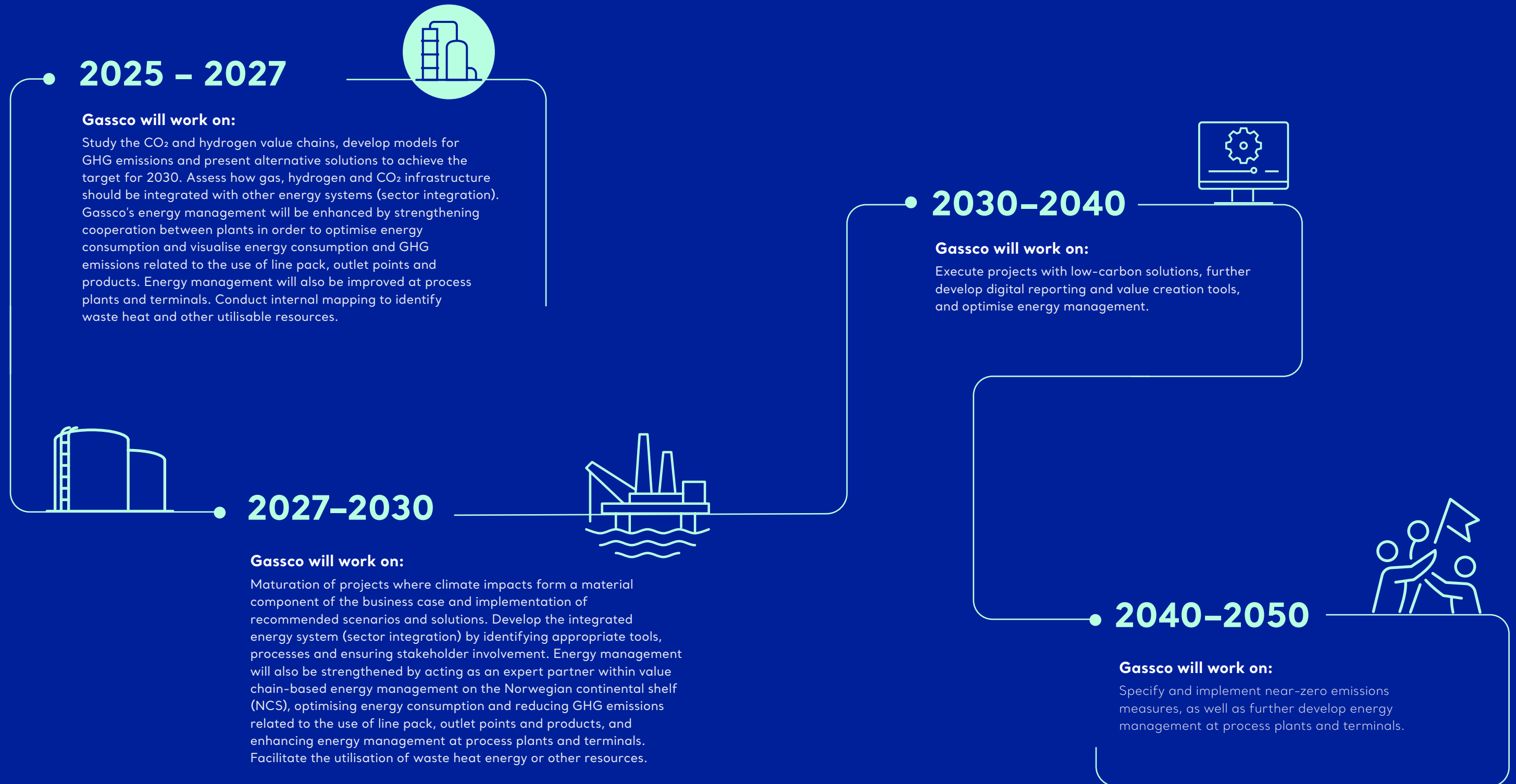
In this chapter, we present Gassco's material impacts, risks and opportunities related to climate change and energy consumption, with inspiration from ESRS E1. We describe our policies and procedures designed to address them, as well as our main activities, targets, goal achievement status and the way forward.

Climate change is a global challenge, and Gassco regards the Paris Agreement as an important contribution to resolving it. The European energy system is changing, partly as a result of this agreement. Norway's emissions targets are to reduce GHG emissions by 55 per cent by 2030 in relation to the 1990 level, and to close to zero by 2050. Gassco has for many years supported Konkraft's goal of reducing GHG emissions in the industry in relation to the 2005 level. And in 2024, Gassco also established an ambition to reduce GHG emissions in its own operatorship. These targets have been set as a 50 per cent reduction by 2030 in relation to the base year of 2005 and near zero in 2050. Scope 1 and Scope 2 are included in the ambition.

One of the three strategic goals in Gassco's corporate strategy is to mitigate climate impacts, where Gassco's climate impacts have been identified as energy consumption and CO<sub>2</sub> and methane emissions.

A climate roadmap has also been prepared in close consultation with the company's stakeholders for the period up to 2050. This represents a continuation of the roadmap prepared in 2018 that had a time horizon of up to 2030. The roadmap provides a strategic tool for the work on identifying the areas and tasks that Gassco should focus on in order to achieve its strategic goal of mitigating climate impacts. Both the climate targets and the climate roadmap have been approved by Gassco's management group and the board of directors.

## Roadmap phases



One-third of the R&D budget is dedicated to technology development that can mitigate climate impacts, including cost-reducing solutions for CO<sub>2</sub> and methane emissions.

Gassco has a climate policy, which is embedded in Gassco's management group. The policy will be revised by 2025 to address identified impacts, risks, opportunities, targets and actions. The revised policy will be published on Gassco's webpages for stakeholders from 2025 onwards.

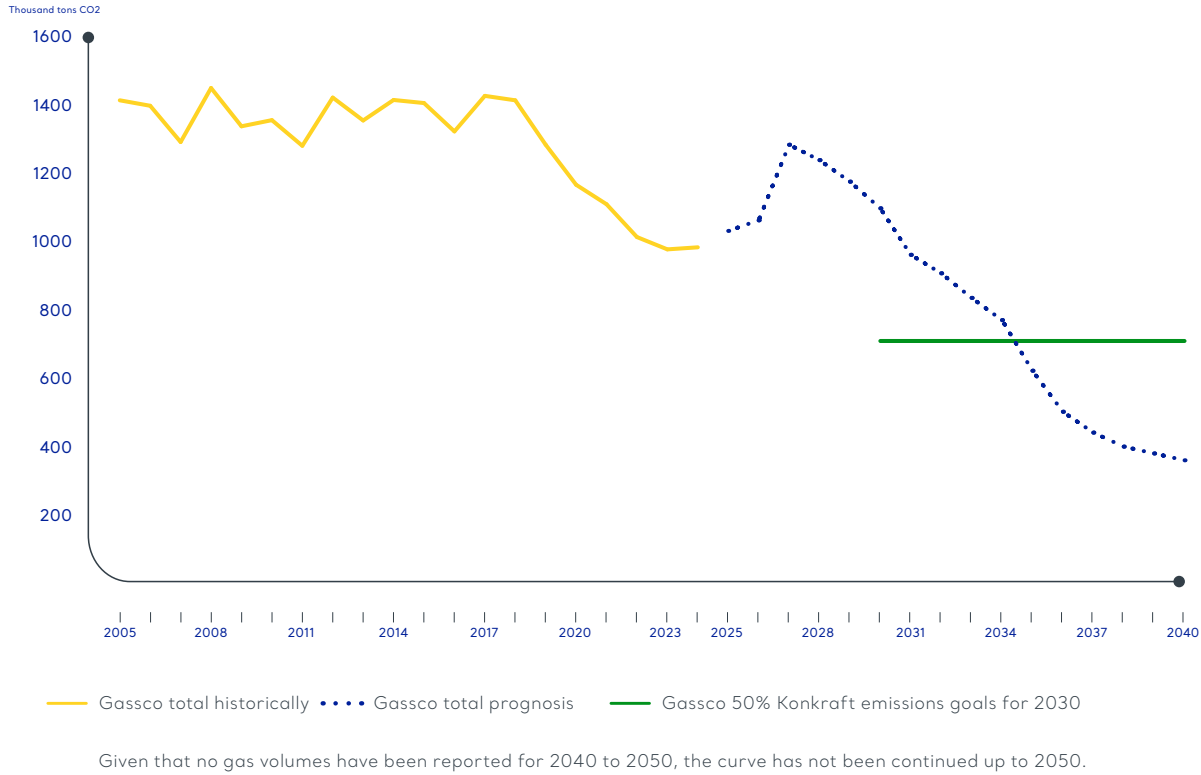
Gassco has identified climate risks, as well as impacts, opportunities and the need to transition its activities due to the Paris Agreement's goals, and has integrated these into its strategies.

Gassco bases its assessments and strategic analyses on scenario analyses produced by external companies (Rystad Energy) for expected gas deliveries in a 1.5°C scenario. The net zero emissions by 2050 scenario (NZE) designed by the International Energy Agency (IEA) is used as a reference. Rystad's analysis also includes regulatory and technological changes in the market. These analyses are linked to the company's forecasts for GHG emissions as a result of reported gas volumes and qualities and provide the basis for mapping the scope for action.

The forecasts for GHG emissions are updated annually via a comprehensive process in which NCS fields report transport volumes and gas qualities. These forecasts also provided the basis for the climate-related assumptions made in the financial statements. As regards financial materiality, Gassco has looked at the effects on tariffs based on these analyses and any identified need for other investments. This applies to the establishment of the double materiality assessment and also to all assessments where the effects on tariffs are included as part of the basis for making decisions in line with Gassco's risk management. Physical climate risk is determined based on the integrity and resilience of the various plants with the aim of mitigating impacts from a changed climate or extreme weather events. Analyses of physical climate risk are generally performed by independent third-party companies, such as insurance companies, and provide important supporting documentation for infrastructure owners. The results of these studies are reviewed with Gassco and the required actions are identified and taken.

The figure (opposite) shows historical annual GHG emissions from 2005 to 2024, along with forecasted emissions up to 2040. The forecasts are based on Gassco's reported gas volumes and are consistent with the data submitted to the revised national budget (RNB) 2025. A horizontal line has also been added that shows Gassco's ambition with a 50 per cent reduction in 2030 in relation to the 2005 level.

Gassco total CO<sub>2</sub> emissions



Lock-in effects and transition risk

Gassco's mission and mandate in the value chain, with the transport and processing of natural gas, help sustain the infrastructure for fossil fuel and thus the lock-in of carbon emissions in a short to medium-term perspective. Since Gassco is an independent system operator, we rely on owners and users of the infrastructure to enable changes in the energy system. However, Norwegian gas production is among the most carbon efficient in the world. Analyses show that gas exported from Norway to Europe has a lower climate footprint per energy unit than other exporters. Meanwhile, Gassco wants to participate in the transition to a low-emission society and performs a number of activities, including developing expertise, designed to meet the needs of the future.

Transition risks related to political and regulatory changes, as well as market risks, are closely followed up through dialogue with our stakeholders – the same is true for technology development – and, as part of this, Gassco's architectural mandate for CO<sub>2</sub> transport is central to the development of appropriate infrastructure for the future.

Integration of climate targets into Gassco’s incentive schemes for 2024

Gassco has integrated climate-related targets into the company’s bonus model for 2024. This is illustrated by a specific target for reducing emissions at Kårstø, which involves electrification and implementing carbon reduction programmes (CRP). This target accounts for 10 per cent of the total bonus weighting and is a key element of the company’s strategy for reducing its carbon footprint.

Climate-related considerations form a specific component of the remuneration for the administration, management group and governing bodies, and the bonus model reflects the company’s prioritisation of sustainability measures. By linking performance-based remuneration to climate targets, Gassco is ensuring that there is a clear incentive to take a responsible and targeted approach to mitigating emissions and achieving sustainability goals. The 2023 bonus, paid out in March 2024, totalled 5 per cent of the total remuneration for the management group in 2024. The bonus approved for 2024 is 9 per cent of total remuneration.

Material climate-related impacts, risks and opportunities

Climate risk assessments have been integrated into Gassco’s risk management. Risks and possibilities are assessed in the short, medium and long terms. These are presented in the company’s radar image, see page 19. The radar image is reported to the board and at meetings with the owner and is incorporated into the company’s analysis work related to strategy and corporate governance.


Gassco’s risk radar shows that its main climate risk is the 'ability to meet emissions targets' and this is mainly related to transition risk. The table on the following page provides a comprehensive overview of relevant factors for each of the three risk areas, including associated impact (financial impact) and actions.

Climate risk	Time horizon	Factors	Impacts	Actions
Transition risk				
Political and regulatory risk	Short and medium term	<ul style="list-style-type: none"><li>International climate obligations</li><li>Regulations</li><li>EU Taxonomy</li><li>Carbon cost</li></ul>	High	<ul style="list-style-type: none"><li>Establishing good tools for emissions forecasts</li><li>Identify and study emission reductions</li><li>Mature projects with climate drivers (e.g. KREm)</li><li>Ensure framework conditions (access to electricity)</li><li>Integrated solutions for the value chain</li><li>Climate roadmap</li><li>Knowledge sharing</li></ul>
Technology risk	Short and medium term	<ul style="list-style-type: none"><li>Speed of developing and applying low emission technology solutions</li></ul>	Opportunity - high	<ul style="list-style-type: none"><li>Expertise build-up</li><li>R&amp;D – new value chains</li><li>Forward-looking gas infrastructure development (FGI)</li><li>German-Norwegian cooperation</li><li>CO2 architect mandate</li></ul>
Market risk	Short term	<ul style="list-style-type: none"><li>Demand for natural gas in the short, medium and long term</li><li>Changed utilisation of facilities (gas/liquid) due to market prices</li><li>OPEX/CAPEX</li></ul>	Low	<ul style="list-style-type: none"><li>Field reporting (GMDC)</li><li>Stakeholder engagement</li><li>Forward-looking gas infrastructure development (FGI)</li><li>Adaptive, efficient operations</li><li>Digitalisation</li></ul>
Reputational risk	Short term	<ul style="list-style-type: none"><li>Responsible operator</li><li>An understanding that natural gas is part of the solution</li><li>Delivery security for energy deliveries</li></ul>	Low	<ul style="list-style-type: none"><li>Compliance with ethical guidelines and code of conduct</li><li>Performance of operator role</li><li>Safe and efficient operation</li><li>Communication strategy</li><li>Increased security and emergency response levels</li><li>Securing competence</li></ul>
Physical risk				
Damage (that results in CAPEX, - incidents that cause major destruction)	Long term after 2050	<ul style="list-style-type: none"><li>Wind</li><li>Flooding</li><li>Impacts in relation to extreme weather</li></ul>	Low	<ul style="list-style-type: none"><li>Vulnerability assessments of facilities, installations</li><li>Physical design, barriers</li><li>Risk management at facility level</li></ul>
Restrictions in facilities that result in limited utilisation OPEX	Medium term	<ul style="list-style-type: none"><li>Cold snaps and heatwaves</li></ul>	Low	<ul style="list-style-type: none"><li>Vulnerability assessments of facilities, installations</li><li>Physical design, barriers</li><li>Updating of existing winterisation and summerisation programme</li><li>Review of assumptions in earlier analyses</li></ul>
Liability risk				
Liability risk	Long term	<ul style="list-style-type: none"><li>Risk of being reported</li><li>Insurance cases</li></ul>	Low	<ul style="list-style-type: none"><li>Reliable operator</li><li>Stakeholder engagement</li><li>Risk management</li><li>Transparency</li></ul>


Impact - financial materiality: High: > NOK 1 billion Medium: NOK 100 million – NOK 1 billion Low: < 100 million NOK

Climate change adaptation

**Risk**  
**– Ability to meet emissions targets**

Climate change actions	
Risk	
Value chain	IRO name
	Ability to achieve emission targets
Description	
<p>Gassco is part of a value chain that results in GHG emissions, both in its own activities, upstream in the fields and in the market. In order to reduce this impact, Gassco needs to plan for transition and reducing GHG emissions. Gassco faces significant challenges in achieving its emissions targets due to challenging economic drivers, market mechanisms, immature technology and decision inertia. See under 'Actions and resources in relation to climate change policies' for an overview of the company's actions designed to achieve set emissions targets.</p>	


**Impacts**  
**– Emissions from the value chain and own activities**

Climate change adaptation	
Negative impacts	
Value chain	IRO name
	Klimagassutslipp
Description	
<p>Gassco is involved in the entire natural gas value chain, which involves greenhouse gas (GHG) emissions on several levels:</p> <p>Upstream (extraction and production): The extraction and production of natural gas results in significant emissions of CO<sub>2</sub> and methane, contributing to global warming.</p> <p>Own activities (transport and processing): Operating Gassco's pipelines and process plants requires a lot of energy, resulting in direct GHG emissions.</p> <p>Downstream (distribution and end use): The combustion of natural gas by end-users results in additional CO<sub>2</sub> emissions. Although Gassco does not own the gas or have a direct financial interest in the final product, the company's activities are crucial for the gas reaching the market, and Gassco is thus indirectly linked to these emissions.</p>	




Climate change mitigation

**Opportunities – Reduction in climate emissions**

Climate change adaptation	
Positive impacts	
Value chain	IRO name
	Potential to reduce GHG emissions
Description	
Gassco plays a critical role in reducing GHG emissions through the development of transport solutions for carbon capture and storage (CCS). As the operator of the Norwegian gas pipeline system, Gassco is responsible for developing and operating infrastructure that enables safe and efficient CO <sub>2</sub> transport from sources of industrial emissions to storage sites below the seabed. This helps reduce emissions across the entire value chain, from production to end use, and supports global climate targets by providing solutions for managing CO <sub>2</sub> emissions.	

Energy

**Impacts – High energy consumption**

Energy	
Negativ påvirkning	
Value chain	IRO name
	Høyt Energiforbruk
Description	
Energy management at plants and in TCC aimed at the efficient use of energy and reduction of GHG emissions. Gassco consumes significant amounts of energy in operating its gas infrastructure, including process plants and receiving terminals. This involves the consumption of natural gas, diesel and electrical energy from the electricity grid. One of the focuses of its energy management is ensuring that energy continues to be consumed as efficiently as possible. Gassco plays a role in reducing energy consumption in both its own activities and in the value chain (preferably) upstream.	

Actions and resources in relation to climate change policies

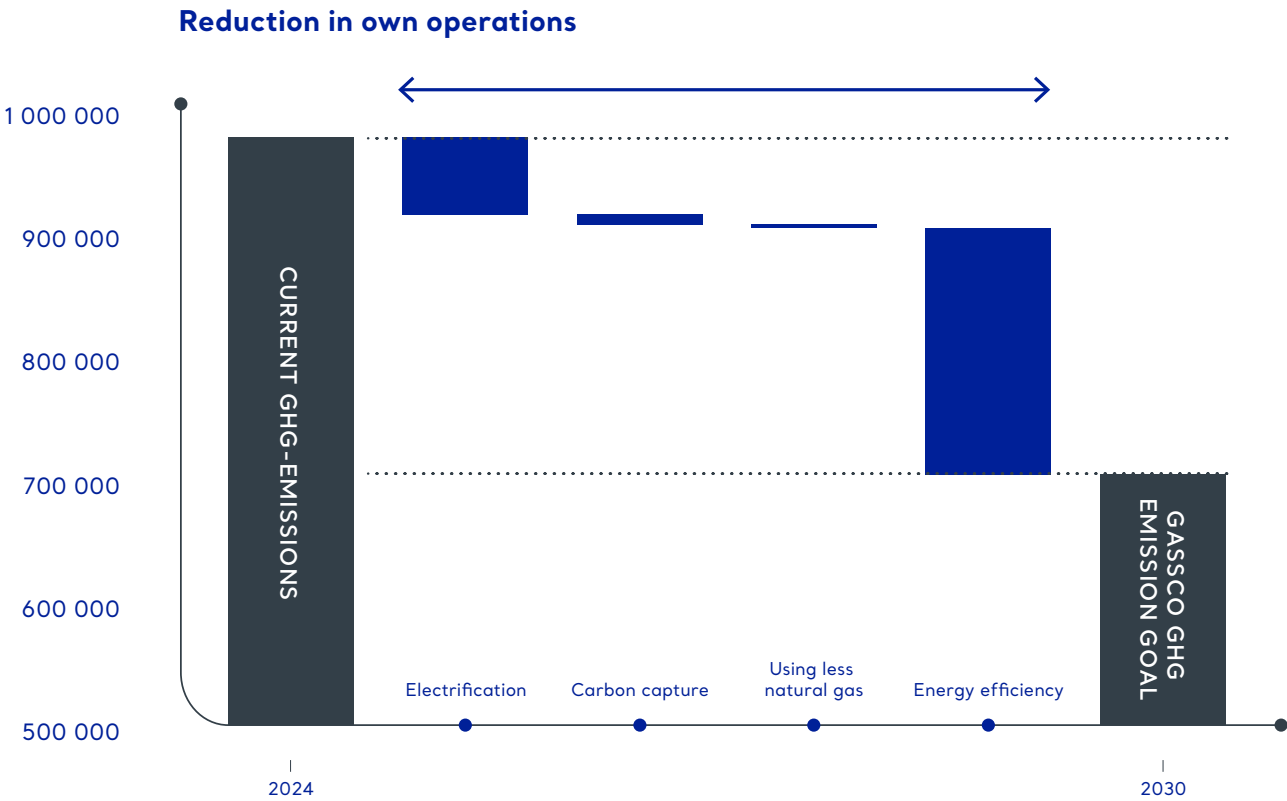
Gassco prepares emissions forecasts based on future resource reports from fields and the planned utilisation of Gassco operated plants. A number of measures were taken in 2024 to improve models and analyses. The goal was to enhance the quality of emissions forecasts related to future gas composition and plant operation in the short and long term.

The emissions forecasts are based on analyses of RNB 2024 reports made as part of the Transport Plan 2024 process. These include resources where extraction has been approved. The forecasts cover Scopes 1 and 2 for Norwegian plants and terminals.

Gassco regularly monitors the emissions related to its operatorship and assesses opportunities for emission reduction measures for each individual plant. Some of the measures are projects that are in various phases, feasibility studies or operational in nature, and the need for investment varies greatly.

Decarbonisation measures	Potential annual reduction*
1) Electrification	10 000 - 139 000
2) Carbon capture	10 000- 30 000
3) Using less natural gas	2 500
4) Energy efficiency	200 000- 250 000

**\*Other future matters**  
The energy needed by onshore plants depends on their feed and the need for further gas processing. Current forecasts are based on an operating pattern in which processing liquid products takes priority over the energy content of the gas. Energy consumption can be reduced by changing the operating pattern, although this is steered by the market. Potential reduction in emissions amounts to 200 000 CO2e.



As part of the work on reducing GHG emissions from the gas transport system, studies and conceptual trials are being conducted to assess a variety of measures. These analyses are looking at solutions whose potential for reducing CO<sub>2</sub> vary, and further work will help identify which concepts it may be most appropriate to implement in the future. The evaluations are based on existing volume assumptions, and the choice of actions will also be evaluated in relation to criteria such as cost-effectiveness and actual reductions in emissions to ensure sustainable and realistic solutions. Several of the projects from 2024 will not be continued in their current form in 2025. However, the identified elements and potential are undergoing further assessment in order to explore how the solutions can be enhanced and adapted to existing evaluation criteria. This work will help ensure that the most efficient and feasible measures are continued in a form that can provide the desired impact on emissions reductions and systems development.

Given that Gassco has no financial risk in its operations since its net result is meant to be zero, none of the actions are regarded as having an impact on future financial results, although the tariff could potentially be impacted.



Decarbonisation lever 1

**Electrification**

In 2024, Gassco had the following studies/pilot projects related to electrification:

**Kårstø Reduced Emission «KREm»**

Studies related to reducing GHG emissions from Kårstø are central to Gassco's work on mitigating its climate impact. The Kårstø Reduced Emission (KREm) project, which is looking at measures for mitigating GHG emissions, was an important strategic activity in 2024. The project is currently in its concept phase. The final concept will be chosen in June 2025 such that any measures can be implemented before 2030. The reductions in CO<sub>2</sub> emissions that the various measures being considered result in vary greatly. The CO<sub>2</sub> reductions associated with this initiative are based on volumes and potential additional volumes from approved fields (not new finds). No Scope 2 emissions were included in the reduction reported to RNB 2025.

Norway's gas infrastructure is already largely driven by power from the grid. If more use of electricity or other emission-reducing measures becomes a reality at Kårstø, the power grid to the Haugaland district will need reinforcement. In partnership with Haugaland Business Park and Vår Energi, Gassco covered Statnett's costs for its licence application for a new transmission line from Blåfall substation in Kvinnherad Municipality to the new Gismarvik transformer station in Tysvær Municipality. The Ministry of Energy has granted a licence for a new 420 kilovolt (kV) transmission cable, and this project is now in its execution phase. Maturation of the KREm project generated new initiatives based on the insights and experience gained. The project will thus continue with changed assumptions. Energy efficiency and CO<sub>2</sub> transport and storage measures will be explored.

**Electrification of hot oil heaters at Kollsnes and Nyhamna**

The energy required to operate process plants at Kollsnes and Nyhamna is largely electrical energy purchased from the electricity grid. These plants consequently produce very low emissions. However, there are some sources of CO<sub>2</sub> emissions in the process and these are linked to the operation of hot oil heaters. A study was carried out into the electrification of these hot oil heaters but the measure was shelved due to the very high costs involved. The potential reduction in emissions is based on historical measurements of the fuel sources and forecasts of the process equipment's utilisation. The potential was a reduction in emissions of 70 000 CO<sub>2</sub>e. The project has been put on hold in anticipation of a change in conditions that may allow it to proceed. At the same time, the identified elements and insights are being evaluated for possible adjustments and further development.



Decarbonisation lever 2

**Carbon capture**

In 2024, Gassco had the following studies/pilot projects related to carbon capture

**Kårstø MCRP – Phase 1**

The largest CO<sub>2</sub> emissions at Kårstø are linked to the CO<sub>2</sub> removal plant (CRAIER), and its use is highly dependent on Kårstø's future volumes.

The Membrane Carbon Removal Plant (MCRP) project at Kårstø is an initiative designed to reduce CO<sub>2</sub> emissions from Kårstø process plant. The project has been divided into two phases where Phase 1 is the most mature and focuses on separating CO<sub>2</sub> from the current CO<sub>2</sub> removal plant (CRAIER) using membranes with incineration plants. A potential Phase 2 includes further purification, as well as liquefying CO<sub>2</sub> for transport and permanent offshore storage. The project will contribute to a significant reduction in CO<sub>2</sub> from Kårstø process plant. Phase 1 is currently in its concept selection phase and could have good impacts for both approved and potential new volumes for Kårstø. The final concept will be chosen in June 2025 such that any measures can be implemented before 2030. Further maturation of Phase 2 will depend on how the finds in Kårstø develop, which will also impact overall CO<sub>2</sub> emissions.

The CO<sub>2</sub> reductions associated with this measure are based on volumes and potential additional volumes from approved fields (no new finds). No Scope 2 emissions were included in the reduction reported to RNB 2025.



Decarbonisation lever 3

**Using less natural gas**

In 2024, Gassco had the following studies/pilot projects related to using less natural gas:

Only safety flaring is permitted as part of Gassco's operatorship and the flare systems are designed to ensure the safety of the plants in situations that require pressure relief. Most flares have lit pilot flames and use a small amount of natural gas to maintain overpressure and prevent air ingress, while others use inert gas like nitrogen. Cold ventilation is used in some plants where there is no lit flare. Various studies have been conducted to identify the potential reduction in emissions provided by different solutions. The reductions in emissions were calculated on the basis of reported emissions data for the relevant fuel sources.

A decision has been made to conduct a feasibility study for the flare systems in Zeebrugge and Dunkirk. Any financing decisions will be made by the licensees.



Decarbonisation lever 4

**Energy efficiency**

In 2024, Gassco had the following studies/pilot projects related to energy efficiency:

**LRF waste heat study**

In 2024, a pilot study was conducted to assess the utilisation of waste heat from the nearby process plant in Easington. The pilot study concluded that this was technically feasible. However, the costs are too high and the reliability and longevity of the nearby process plants are uncertain. Further maturation of this measure was thus terminated. The potential for reductions in emissions was calculated based on fuel gas demand and historical consumption. The potential amounts to a reduction in emissions of 10 000 CO<sub>2</sub>e. The project has been put on hold in 2025 in anticipation of a change in conditions that may allow it to proceed. At the same time, the identified elements and insights are being evaluated for possible adjustments and further development.

**Inventory control that effects receiving terminals**

High inventory in tailings pipes may result in the receiving terminals on the continent and in the UK having to heat up gas before forwarding it to downstream customers. Pressure and temperature in the downstream systems are subject to regulation agreements, and if the gas needs to be throttled suboptimally to meet these pressures, it will cool down. How much the gas must subsequently be reheated will depend on the temperature of the gas and sea and relevant drop in pressure. Heating results in energy consumption, and one important focus, therefore, will be on maintaining optimal inventory control (i.e. the amount of gas in the pipes). We are currently also following up on whether the plants 'overheat' the gas. The measures are part of the ongoing optimisation process headed by system operations.

**Energy management**

Gassco's work on energy management includes identifying opportunities for energy optimisation at each plant and focusing on energy efficient system operation. Through integrated energy management, Gassco seeks to identify the solutions which offer the best total outcome for the whole value chain, and which result in optimal resource utilisation. Energy management has been incorporated into Gassco's governing documents for implementing modifications and infrastructure development.

Energy efficient operation is one of Gassco's most important operating parameters. All its plants are monitored in relation to specified climate and energy KPIs. Work on the climate roadmap has shown that, as a system operator, Gassco has an important role to play as a coordinator of integrated energy management for the NCS value chain aimed at reducing the impacts on the climate and increasing value creation. Field operators, TSPs and downstream operators are involved in this collaboration.

In 2024, Gassco continued working to optimise operations with a view to saving energy and reducing CO<sub>2</sub> emissions. A pilot model for optimisation has been developed and the results have been examined in further detail. In 2024, work was done on making this model more user-friendly for TCC operations personnel, and an online model is in the offing for 2025. Energy optimisation has now been added as a separate item on the agenda for TCC's daily morning meetings, meaning that efforts to operate the transport system with optimal gas inventory in the pipes have been intensified. An optimal gas inventory allows for the sale of additional capacity, while also maintaining the lowest possible counter-pressure at the different sources. System operations always tries to identify the point where inventory is high enough to maximise delivery and low enough to avoid adverse energy consumption. In 2025, a dashboard will also come online that will illustrate inventory costs efficiently. This will contribute to a further focus on inventory and energy consumption.

Please refer to the measures discussed in the list above for those that reduce energy consumption and emissions the most.



### Future prospects

Gassco has engaged in research and development activities in collaboration with industry actors and the supply industry. This includes using hydrogen in its own plants to reduce CO<sub>2</sub> emissions, tools for optimising operations and qualifying technology for measuring methane emissions. In 2024, R&D conducted a series of tests at Farsund Airport in Lista to optimise the use of drone-based methods for measuring methane. This programme was part of the R&D cooperation between Gassco and Equinor with the aim of identifying new technology to reduce costs and increase the frequency of fugitive methane emission readings. The aim is to recommend a method and a technology that can be used at all Gassco locations and that will satisfy any upcoming EU regulations.

Gassco will continue to identify and mature emission-reducing measures. Estimating Scope 1 and Scope 2 CO<sub>2</sub> emissions has become a more important element of the basis for making decisions about future infrastructure, and higher quality analyses and forecasts will remain a focus area in 2025. Gassco will also contribute to reducing indirect emissions in the value chain (Scope 3) through integrated energy management and changed infrastructure use, for example by establishing a CO<sub>2</sub> or hydrogen value chain. This has been addressed in the outlook for the goal of 'creating the gas infrastructure of the future'. Work on reducing emissions from the Kårstø plant, Kårstø Reduced Emissions (KREm), will continue in 2025. The objective for 2025 is to deliver documentation that will support selection of a concept. Gassco's R&D portfolio embraces several low-emission technology projects, which will be pursued over several years. This work has led to some tasks being incorporated in the business under the strategic goal of creating infrastructure for the future as part of new value chains.

Energy management in the value chain is another priority area for the company in coming years. Gassco is continuing its work on improving inventory management in pipelines and the associated processes. The company will also continue working on the optimisation model. In cooperation with the authorities, TSPs, users, owners and other relevant players, Gassco will assess technology and expertise, challenge today's solutions and present innovative approaches to reducing climate impacts in the natural gas value chain.





## GHG emissions reduction targets

Gassco has established climate targets for 2030 and 2050 based on SBTi's methodology. Gassco chose 2005 as its base year. This is the same base year Konkraft's industry target is based on. The EU Emissions Trading System (EU ETS) was introduced in 2005, and Gassco has been involved in it since its inception. As far as the base year is concerned, only those plants covered by Gassco's operatorship are included. The long-term objectives align with Gassco's operator responsibilities. The portfolio has changed since 2005, with new process plants added and some offshore installations decommissioned. The emissions data is based on the same data sources throughout the period, which ensures consistency in reporting.

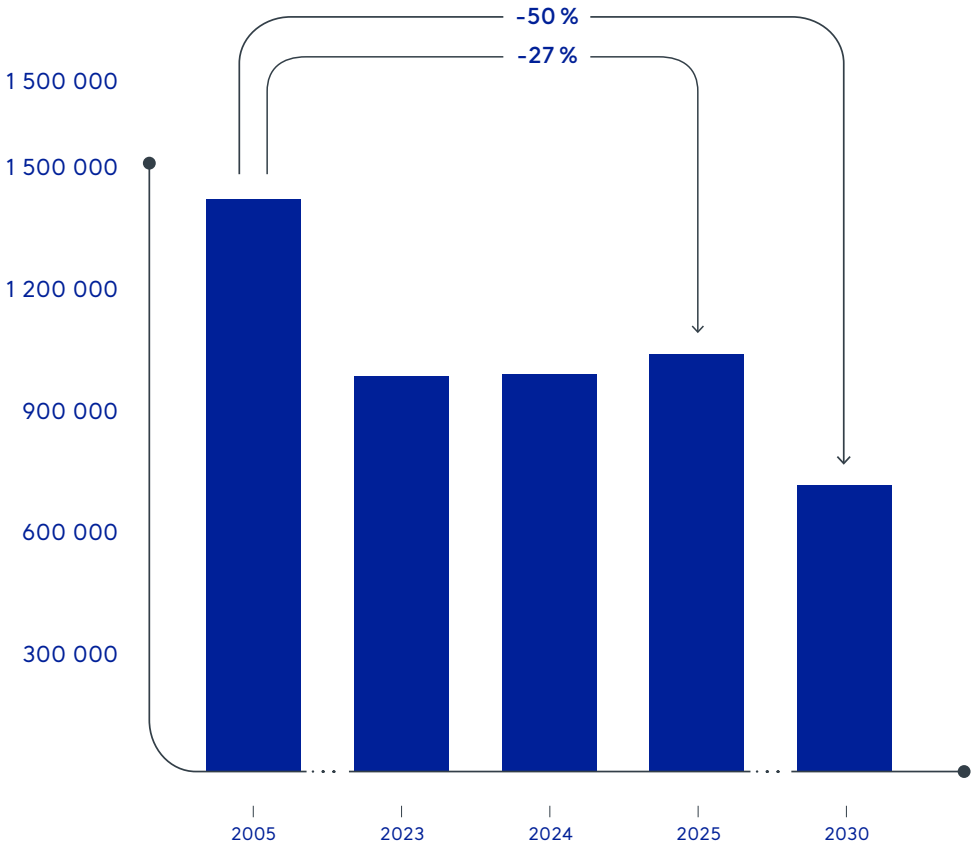
The climate ambition involves a reduction of GHG emissions by 50 per cent by 2030 compared with the base year 2005. In the longer term, the ambition is to achieve a further reduction of close to zero by 2050. These targets reflect a commitment to contribute to a sustainable future through significant cuts in emissions over time.

The climate ambition includes total emissions of CO<sub>2</sub> equivalents in Scope 1 (direct CO<sub>2</sub> emissions and methane emissions) and Scope 2 (indirect emissions from purchased energy). The majority of the emissions are direct emissions of CO<sub>2</sub>. Scope 3 is not included in the ambition.

In addition to the long-term goals, an annual carbon intensity target (KPI) has also been set to ensure the most efficient operation possible. The intensity target includes the same emissions parameters as those that apply to the long term ambition.

Further reduction targets have not been set for every 5-year period after 2030, although Gassco's climate goal will be revised.

Goal for reduction of climate gas emission



## Energy consumption

Gassco monitors and records the energy consumption associated with its activities to acquire an overview and provide a basis for targeted measures. This overview includes energy sources such as electricity, diesel and heating oil, and the energy mix is reflected in activity data from the company's operations. This contributes to a better understanding of the composition and development of energy consumption, which is essential for improving energy efficiency and reducing GHG emissions.

	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Purchased energy	4 224 464.709	222 340.2478	4 446 804.957
Fuel	0	4 324 779.765	4 324 779.765
Total	4 224 464.709	4 547 120.013	8 771 584.721

## Total GHG emissions in the Group's operations

Gassco has a dedicated corporate level climate KPI, specified as CO2e kg/MWh of exported product. This incorporates CO2 and methane emissions, as well as electricity consumption, expressed as CO2 equivalents (Scope 1 and Scope 2 emissions according to the GHG Protocol). In 2024, the CO2e intensity was 0.75 kg/MWh, while it was 0.84[PW1] kg/MWh in 2023. In addition to reducing GHG emissions, total production in 2024 was higher than in 2023, which led to better results. This was mainly due to turnarounds at Kårstø which lowered the plant's emissions during these periods and this in turn contributed to a decrease in carbon intensity.

The direct CO2 emissions can primarily be attributed to the use of fuel gas and diesel oil for process operation, as well as flaring gas in the flaring systems for safety flaring.

	Baseline year (2005)	2023	2024	2030
Scope 1 GHG emissions				
Gross Scope 1 GHG emissions (tCO2e)	1 394 000	938 562	906 488	697 000
Scope 2 GHG emissions				
Gross location-based Scope 2 GHG emissions (tCO2e)	12 935	32 728	70 192	6 467,5
Total GHG emissions	1 406 935	971 290	976 680	703 467.5

## Calculation and reporting methodology for Gassco GHG emissions

Gassco's climate report utilises the GHG Protocol as its framework for reporting emissions.

This calculation method is consistently used for establishing targets, actions, following up results and reporting.

### Scope 1 emissions

Scope 1 emissions include direct emissions of CO<sub>2</sub> and methane related to the operation of the plants. The base data for direct CO<sub>2</sub> emissions is mainly fiscal measurements, and these are verified by third parties and reported to national authorities annually for approval. Methane emissions are also reported to national environmental authorities and have been monitored by the respective plants since they started operation. The measurement uncertainty associated with methane is higher.

Gassco is subject to the Greenhouse Gas Emission Trading Act, and permits stipulate that data on emissions to which the duty to surrender allowances applies must be of high quality with a very low level of uncertainty in emissions data at the fuel source level for all plants. Fiscal meters are installed for the fuel sources used for purchasing and selling gas. These meters are monitored and inspected by the Norwegian Offshore Directorate based on the Regulations relating to Fiscal Measurement in the Petroleum Activities. The emissions to which the duty to surrender allowances applies are also verified by an independent third party and reported to the national environmental authorities each year.

In addition to the permits for emissions to which the duty to surrender allowances applies and other permits administered by the environmental authorities, Gassco also has to apply for flaring permits from the Ministry of Energy as part of the state's resource management.

A factor is used to convert direct methane emissions to CO<sub>2</sub>e from a 100-year perspective (GWP100). The factor used to be 25 but has been changed to 28 based on recent research. Gassco's previously reported figures have been updated to reflect this change.

### Scope 2 emissions

Scope 2 emissions represent the CO<sub>2</sub>e from purchased electrical power. The reporting uses the location-based method defined in the revised GHG Protocol Scope 2 Guidance. For Norwegian plants, Gassco has chosen to use NVE's carbon

factor for its climate declaration on physically supplied electricity, which in 2024 was 15 g/kWh. For previous years, for which NVE data is not available (prior to 2019), the company used carbon factors from the IEA's Emission Factors database.

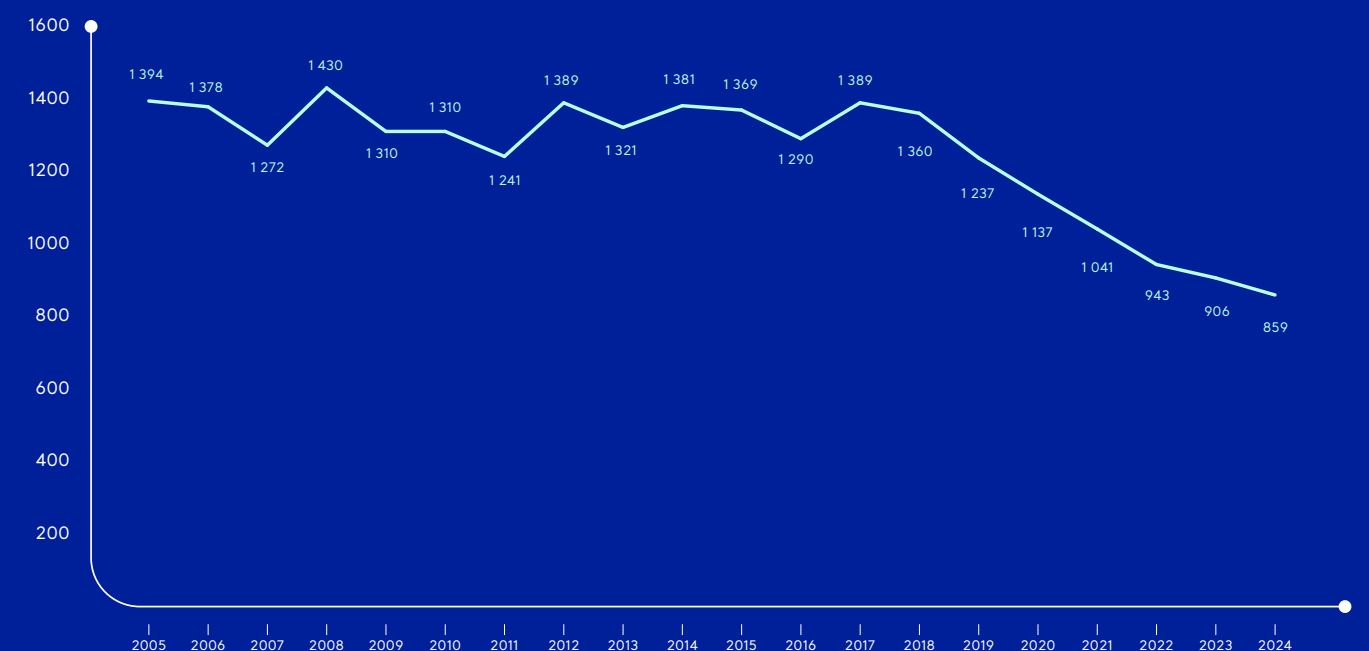
A series of carbon factors is used for purchased energy depending on the country being reported on. Carbon factors were sourced from IEA's Data and Statistics, as well as from NVE's physically supplied electricity factors.

Gassco is also reporting based on market-based Scope 2 emissions for the first time.

Scope 2 emissions are indirect emissions related to energy purchased for each individual plant. Even though the quality of the purchased energy data is high, emissions are still affected by national carbon factors over which Gassco has no control. Some time lag is also involved in the reporting since carbon factors are published the following year. Gassco has set long-term targets for absolute reductions in emissions, while annual targets are based on specific intensity indicators in order to reflect ongoing developments and operational efficiency.

Electricity is purchased from the electricity grid from various electricity providers in the areas in which Gassco operates. Gassco does not use any guarantees of origin or other equivalent certificates for purchases of electricity.

## Annual CO<sub>2</sub> emissions from Gassco-operated facilities



Carbon pricing systems

Gassco's business is subject to the EU Emissions Trading System (EU ETS). This means that the company has to submit verified reports on emissions covered by the system every year and that these must have been approved by the national environmental authorities. Emission allowances in excess of allocated free allowances are purchased via emission trading systems (EU ETS and UK ETS). It is estimated that Gassco will be allocated 190 488 free allowances for 2024. The authorities have changed the time of allocating free allowances for the coming year to until after verified data for the previous year has been reported and considered. This ensures that the allocation of free allowances reflects the actual activity levels of the enterprises to the best possible extent. In 2024, Gassco purchased 685 000 EUA allowances and 12 000 UKA allowances at an average price of EUR 65.584 and GBP 43.30 per tonne respectively. The prices were sourced from Redshaw. The prices used are based on assumptions concerning when the measure is expected to be completed. A fee of EUR 0.05 or GBP 0.05 per allowance must also be paid. Unused allowances will be carried over to 2025.





**E2**  
**Pollution**

This chapter presents the positive and negative impacts, risks and opportunities related to the topics under ESRS E2 Pollution. Gassco describes the policies and procedures that have been established to address these, as well as their main activities. The company also outlines the targets set, status regarding target achievement and plans for future progress.

Material pollution-related impacts,  
risks and opportunities

Water pollution	
Negative impacts	
Value chain	IRO name
	Emissions related to daily activities.
Description	
Gassco's daily operation of process plants results in emissions of components to water. These are governed by threshold limits and while their impact is assessed as low, they have been confirmed, identified as an impact and licensed pursuant to the Pollution Control Act.	
Water pollution	
Risks	
Value chain	IRO name
	Emissions related to incidents
Description	
Unintentional emissions of chemicals from process plants	

Air pollution	
Negative impacts	
Value chain	IRO name
	Emissions of components to air, daily activities and safety flaring in event of incidents
Description	
There are emissions to air of NOx and SOx, as well as other components from the combustion of natural gas as part of operating the process plants.	
Air pollution	
Positive impacts	
Value chain	IRO name
	Emissions of components – offshore
Description	
With efficient systems operation, Gassco can reduce the need for fuel gas used for compression platforms, which represents potential for lower emissions.	



Gassco has conducted a general assessment of its business activities in order to identify material actual and potential pollution-related impacts across the value chain, including both upstream and downstream activities. The company has the most control over, and detailed overview of, the impacts on its own activities. All locations have been mapped, and monthly reports are prepared that cover the main parameters. The reports are revised as needed to ensure that they align with changes to the company's operations, regulatory requirements and new environmental data. Reports are also submitted to the national environmental authorities every year. These reports are put into the public domain. Gassco draws up an annual monitoring programme in which selected topics are included, including environmental matters. This review process provides a deeper insight into the risks, opportunities and environmental impacts associated with each process plant. The results provide a basis for identifying nonconformities, and if nonconformities are identified, measures will be implemented in 2025.

As a gas transport operator, Gassco has identified that the business and associated infrastructure can entail a significant risk of water and air pollution. A methodical approach has been taken to address these challenges. This includes using the ISO 14001 standard for environmental management. Prior to new activities, such as expansions or modifications to operations at plants, thorough environmental analyses are conducted in order to identify and mitigate the risk of negative impacts on nature, the environment and diversity. These also include evaluating leaks and accidents.

The process for identifying material impacts is based on a comprehensive environmental risk analysis and making choices via Gassco's risk management model, which is used in all areas for risk mapping and management in the company. This includes assessments of probability, consequences and knowledge of conditions, both under normal and unforeseen operational loads. The assessments are based on data from production locations, assumptions grounded in experience and potential impacts specifically mapped for the assessments.

Changes to operations that result in an application for a new or amended permit are processed by the authorities and subject to a public consultation process. In some circumstances, Gassco arranges information meetings with affected communities, including local communities, in order to provide comprehensive information about planned activities. For more information on managing the engagement with stakeholders, see the section 'Gassco's stakeholder engagement', on page 60.

### Pollution policy

Gassco has an overarching HSE&Q policy that includes environmental considerations, although it does not include pollution management guidelines covering the prevention, control, monitoring and reporting of emissions to air and water. However, all plants and terminals are obliged to follow a comprehensive set of regulations and requirements governing air and water emissions. Each plant operates under individual permits issued by the pollution control authorities. These set requirements for the internal monitoring of emissions to air and water. Gassco is planning to revise and implement the policy by 2025. The ESRS E2 requirements will be taken account of and progress will be reported in next year's sustainability report.

### Actions and resources related to pollution

Gassco has implemented a number of actions designed to reduce pollution and ensure compliance with environmental requirements. The ISO 14001 standard has been adopted as part of Gassco's environmental management. This involves implementing risk assessments, establishing key performance indicators (KPIs) and setting emission management targets. Although not all plants have been ISO 14001 certified, the requirements are complied with through the management systems at each plant in which environmental factors are mapped and measures identified as part of the plants' own management reviews.

Relevant technical barriers include the installation of collection systems and barriers for maintenance in line with current regulations. The plants are equipped with robust barriers to prevent leaks to soil. These include storing chemicals in safe containers, double-seal valves and flange systems, as well as collection basins and concrete coverings in critical areas designed to minimise the risk of groundwater contamination. At Kollsnes, specific measures are being implemented to reduce emissions. These include modifying heaters to reduce concentrations of NOx and CO<sub>2</sub>, as well as replacing flare tips to improve emissions management. In 2025, polluted soil has been mapped at Kårstø and Kollsnes, and a plan has been prepared for the polluted soil at Kårstø and submitted to the Norwegian Environment Agency. To ensure accurate monitoring and reporting, emissions parameters are reported internally every month and CO<sub>2</sub> emissions data undergoes third-party verification before being submitted to the authorities. Measurement programmes and monitoring plans have also been established for emissions to air and water. The monitoring, for example, includes testing biota, such as blue mussels, around the plants to identify the environmental impacts in the surrounding areas. This includes both measurement points near the plants and control stations in areas where impacts are not expected. To prevent emissions

to water, the plants are designed with robust barriers such as collection systems and safe drainage systems. This includes implementing technical solutions designed to minimise the risk of unintentional spills, and regular monitoring is conducted to ensure emissions are kept within regulated limits.

Environmental preparedness forms an integral part of the emergency response organisation, which plays a central role in dealing with unforeseen incidents. In 2024, several exercises were carried out that confirmed the organisation's resilience and ability to mobilise quickly when necessary.

Gassco has been affiliated with the NOx Fund since 2016 and reports NOx emissions to both the fund and the Norwegian Tax Administration. In addition, emissions data is closely monitored through reporting to the Norwegian Environment Agency. The Norwegian Offshore Directorate also ensures that meters that register gas consumption are functioning correctly and that the gas is used correctly. All aspects of environmental management are subject to stringent regulations in order to ensure full compliance.

The company has dedicated resources to support these efforts, including a dedicated officer responsible for ISO 14001 implementation and system follow-up. The company strives to reduce the use of substances of concern by identifying alternatives and collaborating with industry partners and third-party organisations. This includes mapping and evaluating existing processes to replace problematic substances with more eco-friendly alternatives, wherever possible. Measuring equipment is used for gas quality and monitoring, and collaboration with third-party organisations. Budget funds have also been allocated to update technical systems and conduct required analyses, pay CO<sub>2</sub> allowances, pay into the NOx Fund, and other environmental costs, such as removing polluted soil at Kårstø.



### Targets related to pollution

Gassco has a goal of achieving zero reportable incidents.

The company's overarching goal as regards reducing pollution is to achieve zero reportable incidents related to emissions, including unintentional releases of oil and chemicals. There is a particular focus on avoiding releases of blacklisted chemicals, which may not be released, and all such instances are reported to the Norwegian Environment Agency every year. The goal also includes achieving continuous reductions in emissions of NOx, SOx, CH<sub>4</sub>, nmVOC and other relevant parameters in line with environmental requirements and emission permits.

The company has established KPIs to ensure these objectives are followed up. These are established at both an overarching level and per plant and monitor reportable events. The KPIs are reported on a monthly basis to internal management teams and are regularly reviewed by the CEO to ensure progress. Previously, some KPIs were linked to bonus systems designed to motivate employees to reduce emissions, but when zero emissions were achieved, the follow-up was moved to the operative level for the detailed monitoring per plant.

The company monitors progress through established water and air quality measurement programmes, where critical emissions parameters such as NOx, SOx, CH<sub>4</sub>, nmVOC, oil and chemicals are measured and analysed on a monthly and annual basis.

If limit values are exceeded, the causes are identified, the necessary clean-up measures are carried out and preventive measures are taken to avoid recurrences. Reports are submitted to the Norwegian Environment Agency every year, and the results are published via databases such as the Norwegian PRTR. Any unintentional releases are reported to the authorities on an ongoing basis. There were no cases of unintentional emissions in 2024. The company's NOx emissions amounted to 690 tonnes. Gassco pays NOx tax on emissions from Norwegian sources in line with national regulations. When the production volume increases, the company applies for appropriate adjustments to emissions permits to ensure regulatory compliance. Control systems include alarms that trigger when limit values are at risk of being exceeded. Production is then adjusted to ensure environmental and legal compliance.

Gassco prioritises transparency by submitting water monitoring reports and biological analyses, such as for common limpets, to relevant authorities. Stakeholders are included in the follow-up through reporting that complies with industry standards and directives. This includes the regulation of substances of high concern by the Norwegian Environment Agency. Internal management teams and operational teams follow up on the targets and actions are taken across the plants. This ensures a comprehensive approach to reducing pollution and meeting the company's environmental targets.





## E5 Waste management

Gassco is not reporting on ESRS E5 for 2024 but has identified waste as a material impact for the company. Operating installations and gas infrastructure generates various types of waste, such as chemicals, waste heat and materials like metal, wood and concrete. Modifications and new projects also consume significant amounts of resources and materials. As an operator, Gassco stipulates stringent criteria for waste management in its procurement processes. It is important to explore opportunities for reducing waste, promoting the reuse of materials and utilising resources such as waste heat. This will enable the company to improve resource utilisation in a circular economy and reduce the overall environmental footprint of its operations.

Gassco's monthly reports state the recycling rate for all installations, and for 2024 as a whole it was 44.82 per cent.

However, no specific targets have been set for individual installations or Gassco as a whole. Specific targets are defined for waste in projects and are monitored during project execution. In general, Gassco has policies for environmental management and complies with the Waste Regulation, where all waste is closely monitored and reported to national authorities. Action has also been taken through training and documentation to ensure that personnel tasked with producing waste declarations have sufficient competence.

Under the Norwegian Petroleum Act, termination plans must be presented to the authorities for infrastructure removal projects. These comply with established government processes and are based on impact assessments. The contents of termination plans must comply with the legal obligations in force at any given time. According to the current policy, it is permissible to leave pipelines in place unless other considerations such as fishing, for example, require them to be covered or removed.

Gassco participates in regional networks such as Green Region Vestland and Industrial Symbiose Haugalandet in order to encourage more efficient resource utilisation in relation to waste streams from various industrial companies. This collaboration has demonstrated significant potential for the circular economy and synergies through efficient resource sharing.





**S1**  
**Own workforce**

People are society’s most important resource. As an employer, Gassco has a material impact on the professional and personal development of its personnel, as well as on their equal treatment and safety. The company had 426 permanent employees, of whom 28 are part-time employees as at the end of 2024 Of these, 180 were based at the receiving terminals in Europe and the UK.

**Gassco's policies regarding its own workforce**

Gassco’s human and employee rights policy applies to all full-time and part-time employees of Gassco. The policy is based on the UN’s Guiding Principles on Business and Human Rights and the due diligence requirements specified in the Norwegian Transparency Act. The policy outlines the main principles for Gassco’s approach to managing the human and employee rights that are most relevant for day-to-day operations, as well as how companies should conduct due diligence and follow this up, both in their own operations and in the supply chain.

Through its policies, Gassco is committed to conducting its operations in an ethical, sustainable, and socially responsible manner, free from discrimination based on ethnicity, religion, age, disability, gender, marital status, sexual orientation, trade union membership, or political affiliation, in line with the UN Sustainable Development Goals and the Global Compact. The company respects fundamental human rights and strives to ensure decent working conditions both in its own operations and in the supply chain. This includes complying with internationally recognised conventions, such as the UN’s Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, which describes the prohibition on forced labour, the abolition of child labour, equal rights and non-discrimination at work, as well as the right to freedom of association and collective bargaining. In the event of any conflict between national legislation and international conventions, the highest standard always applies.

Gassco’s work on human rights is integrated into its corporate governance and based on the principles in ISO 26000. Gassco maps and analyses actual and potential negative impacts on human rights, working conditions and the environment in its own workforce by conducting regular due diligence. Publicly owned companies are also required to work on gender


equality and discrimination based on statutory methods in order to comply with their activity and reporting duty, which is intended to promote diversity, equality and inclusion. Identified challenges are addressed via actions that mitigate or eliminate risk, and the results are monitored systematically. Internally, Gassco provides employees with training on its code of conduct, values, and health, safety and environment (HSE). The company promotes an inclusive working environment through social, cultural and sporting initiatives, and has flexible working hours arrangements in place.

**Material impacts, risks and opportunities related to own workforce**

Working in Gassco	
Positive impacts	
Value chain	IRO name
	Equal treatment of employees
Description	
Gassco's potential for promoting equal treatment and opportunities for all employees is a key element of the company's social sustainability. Gassco recognises the importance of an inclusive work culture based on diversity and equality. This means that ensuring all employees, regardless of gender, age, background or other characteristics, have equal access to career opportunities, development and participation in decision-making processes.	


A robust corporate culture characterised by diversity, equality and inclusion is important for the employees’ well-being, learning and sense of belonging. With a total of 426 employees, divided into full-time and part-time employees, Gassco has significant potential to have a positive impact on its employees through targeted effects related to these topics. The authorities’ expectations, especially in relation to gender balance in management, are also increasing. Documented research shows that a strong diversity profile is associated with better financial performance. Equal treatment and opportunities for all is, therefore, considered a material topic for Gassco.

Working conditions

Diversity, equality and inclusion	
Positive impacts	
Value chain	IRO name
	Secure employment
Description	
Safe employment: Gassco focuses strongly on safety and good working conditions for all employees, as well as the working environment and well-being. Gassco's actual commitment to maintaining safety and good working conditions demonstrates the company's responsible approach to employee welfare. Gassco focuses on adequate wages and facilitating processes and channels for participation, as well as procedures for whistle-blowing channels.	

Gassco has a positive impact on employees' personal finances, lives and well-being by acting as a responsible employer that offers fair terms and good working conditions. Attractive workplaces are important with respect to recruitment, employee loyalty and commitment. Unattractive workplaces present a risk of unwanted employee turnover and a consequent increase in costs. Good working conditions are necessary for skills retention, and, therefore, Gassco regards poor working conditions as a material business risk and good working conditions as a corresponding opportunity. Working conditions is, therefore, considered a material topic for Gassco.

Health and safety

Working conditions	
Risk	
Value chain	IRO navn
	Risk of personnel injuries
Description	
Health and safety: safety of employees at the plants where Gassco is an operator. Gassco has a zero vision for accidents and occupational injuries. With targeted actions and investments in safety infrastructure, training and emergency preparedness, Gassco can create a safe working environment for employees working at the plants Gassco operates.	

As the operator of Norway's integrated gas transport system, Gassco's operations involve a high level of inherent risk of various types of harm occurring to employees, which can potentially include critical incidents. A safe physical and psychosocial environment is important for promoting well-being, safety and good health, and can further reduce the risk of sickness absence and illness. A working environment with high injury and sickness absence rates would have a negative impact on costs and productivity and could result in a heavier burden and more stress for the other employees. A high level of inherent risk and the potential high impact on its own workforce mean health and safety is a material topic for Gassco.



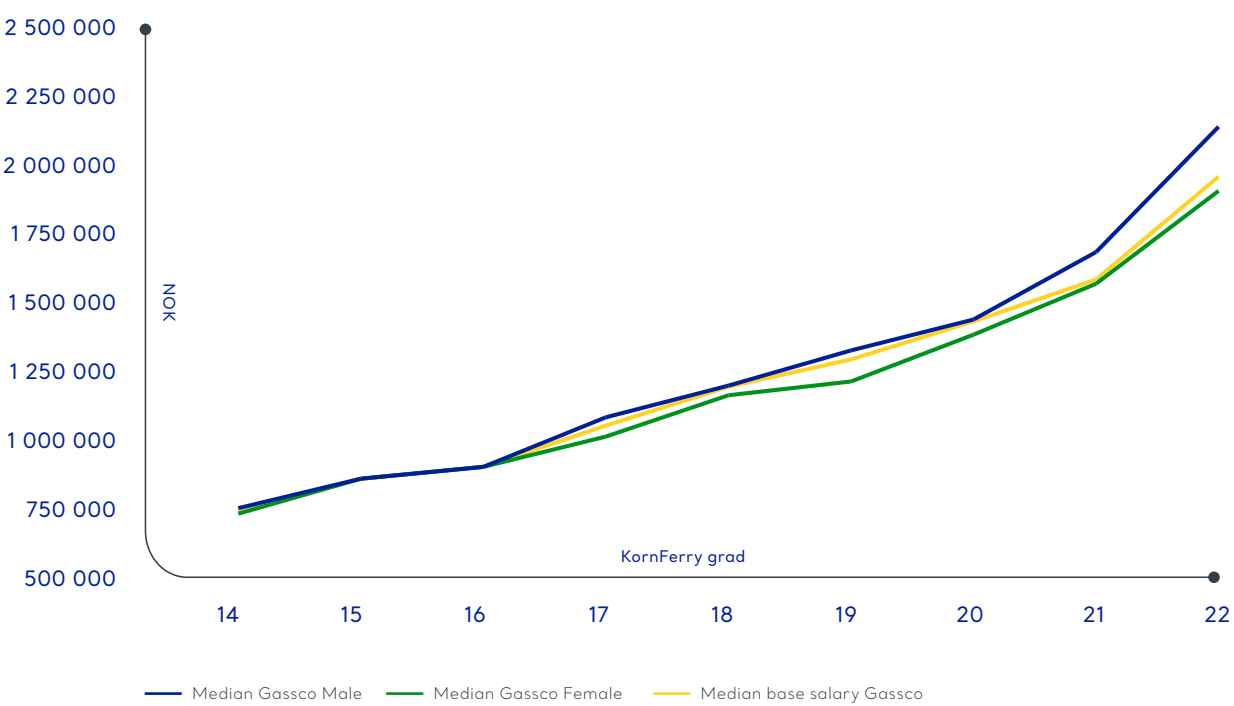
Actions and resources for own workforce

**Equal treatment and opportunities for all**

The work on diversity and equality is integrated into relevant processes such as recruitment, career and training measures and wage development in the business. All policies must be approved by the board and published on the company's website. This is followed up by the responsible business line. Recruitment is a key arena for promoting equality and diversity in the workforce, and Gassco's recruitment policy must reflect this. Gassco must reflect the diversity of society and be an attractive workplace in which all employees and qualified candidates have equal opportunities, regardless of their functional ability. The company's job advertisements highlight its desire to have a diverse workforce, and the company takes a systematic approach to recruitment by advertising jobs via classified ads and relevant media. A diversity statement is published on the career pages on Gassco's website. This describes how Gassco defines diversity and how competence, gender and age distribution are important for strengthening diversity in the organisation.



**Gassco median salary**



The graph below shows the relationship between the Hay grade and the annual pay of all employees at Gassco as a whole and for women and men respectively. The Hay grade is a measure of the weight of a position based on three different criteria: qualifications, problem-solving ability and responsibility. According to the graph, only small gender differences exist at Gassco in terms of the relationship between the Hay grade and annual pay.

The workplace conditions, with buildings with good physical accessibility, also enable people with disabilities to work at Gassco. Workstations are individually tailored for employees with actual or incipient repetitive strain injuries. The partnership with the occupational health service and health and safety representatives is transparent and solution-oriented.

In 2024, all units and employees of Gassco completed a corporate culture programme, which included topics such as cross-departmental collaboration, psychological safety and Gassco's culture and values. Gassco also marked World Mental Health Day by participating in the #give8minutes campaign in line with this year's WHO theme.

## Working conditions

### **Adequate wages:**

Gassco has always been committed to being an attractive workplace for both men and women and has, therefore, helped to recruit young talent to the oil and gas industry. At Gassco, pay and working conditions are designed to apply to everyone and not to exclude any groups of employees. Gassco focuses on ensuring equal pay for equal positions and equal skills, from appointment to promotion. The wages data presented by gender in 2024 is based on data from Norway, although wages data from the terminals will be phased in in 2025. The source data for average wages is based on both part-time and full-time employees in Norway, where all wages are converted to their equivalent full-time wages. The calculation of average wages is based on a total of 89 women and 156 men.



### **Pay gap between genders**

**This calculation shows that the wage gap between men and women in Gassco is:**

# 13,7%

$$\frac{\text{Average hourly wage men} - \text{Average hourly wage women}}{\text{Median total compensation}} * 100 = 13,7$$

Base salary is the most important element of Gassco employees' compensation. In Norway, wages are determined on the basis of pay negotiations with trade unions. In France, the industry's collective wage agreement is followed, while Germany, the UK and Belgium follow the market. All employees are also covered by the same bonus system. The system includes the company's guidelines for executive pay, which were adopted by the general meeting in 2023. The board of Gassco sets annual KPIs that provide the basis for bonus payments. The KPIs are directly linked to the company's vision, values and strategy, thereby converting the strategy into tangible actions and results. KPIs have been established for sustainability, the environment, safety, operational factors, finances, project progress and the company's values. The principles for executive pay and the bonus system are described in more detail in the executive salary report in accordance with section 6-16(b) of the Norwegian Public Limited Liability Companies Act. The report is revised and considered by the general meeting. Gassco also calculates an annual total compensation ratio in order to monitor differences in compensation across all levels. The calculation is based on all of the employees in Norway and includes components such as annual salary, bonus and fixed overtime pay. Since Gassco is a publicly owned company, no share-based compensation is offered, and this, therefore, is not taken account of in the calculation.



### **Annual total compensation ratio**

**This calculation shows:**

# 320

$$\frac{\text{Highest individual total compensation}}{\text{Median total compensation}} * 100 = 320$$

**Processes for engaging with own workers**

Gassco believes deeply in promoting a healthy corporate culture and ensuring employee engagement in development processes. In 2024, 90 per cent of employees underwent an appraisal. All employees are included in relevant processes and forums such that they are able to influence their working conditions. The established forums in Gassco are the company's health and safety committee and the works council, known as the Gassco council. The Gassco council comprises one representative from each of the trade unions Tekna, NITO and Styrke and three representatives from the company, including the CEO. The health and safety committee comprises the health and safety representatives and a corresponding number of company representatives, including the CEO. Both of these bodies consider issues pursuant to the Norwegian Working Environment Act, the main agreements and other relevant laws and collective agreements. Both bodies normally hold six meetings a year, although additional meetings are held as required. Elected trade union representatives participate directly in committees and projects as needed.

The board's follow-up on ongoing expertise and management development in the company has been handled through involvement in and reviews by the compensation committee, which reports the status and any development trends back to the board. This ensures that the board's duties are discharged in compliance with the state's principles for good corporate governance as described in the applicable White Paper on public ownership at any given time. Management and personnel development are ongoing processes. Competence and skills are perishable and must be maintained throughout one's career. A career development path is established through close follow-up of employee performance assessments and in light of the company's goals.

**Procedures for whistle-blowing channels**

Gassco has established procedures for both internal and external whistle-blowing, with information available on the intranet, in all-hands meetings and on the company's website to ensure that employees are familiar with their whistle-blowing options in case of an incident. The company encourages all employees, including temporary employees and consultants, to raise ethical concerns and notify their line manager or the health and safety committee if rules are being breached. An external whistle-blowing channel has also been established on the company's website. The whistle-blowing channel is managed by a third party (EY) on behalf of Gassco. The third party also receives reports and forwards them to the appropriate Gassco department.

Whistle-blowers are protected in line with section 2A-1 of the Norwegian Working Environment Act and Directive (EU) 2019/1937. This ensures that wrongdoing can be identified without fear of reprisal or the whistle-blower's identity being revealed without their consent, which are essential for maintaining confidence in the company's corporate governance practices. No whistle-blowing cases were registered in 2024.

**Health and safety**

Gassco conducts regular risk assessments of both onshore installations and pipe systems to ensure that all employees are aware of both the actual and potential risks associated with their work. These include, for example, the risks associated with flammable substances, explosions or releases of hazardous chemicals. Under the Norwegian Major Incident Regulations, Gassco is required to establish acceptable risk criteria for employees in installations. These criteria have been established in accordance with recognised standards and standards in comparable organisations. Third-party analyses have concluded that the risk to employees is well within the established criteria and requirements. The installations are also equipped with industrial safety and alarm systems that are used to provide internal alerts in case of incidents so that the number of people in the installation can be reduced when necessary. The topic of Gassco's working meeting with infrastructure owners on major incidents in 2025 will be "managing technical and operational barriers for major incident risk", as well as how new technology and lasting learning can help prevent major incidents. The working meeting will involve broad participation from both Gassco and its TSPs, as well as health and safety representatives. Selected shippers will also be invited to participate in the working meeting.

All Gassco employees are covered by social protections via the public authorities. In addition, Gassco has for several years worked on a 'One Gassco' initiative, which is about building a common safety culture throughout the organisation. Health and safety is also a high priority for the Norwegian Ocean Industry Authority. In 2024, their main topic was "Don't forget the working environment!" As part of its corporate culture related efforts, Gassco has conducted regular pulse surveys that measured KPIs related to the company's performance, results and working environment. The work was conducted systematically in all of the departments in Norway, and in 2024 the receiving terminals also reviewed the same topics.

Generally speaking, Gassco scores very highly. Three core areas have been defined for this work: (1) risk understanding; (2) compliance; and (3) lasting learning as preventive action designed to achieve the a vision of zero occupational injuries. Together with Gassco's core values (TRACK) these provide the foundation for the company's work on its safety culture.

The company's procedure for ethics and confidentiality applies to all its employees and contracted personnel. It includes anti-corruption provisions, as well as provisions on impartiality, confidentiality and matters relating to gifts and services. The purpose of this is to clarify the principles governing the company's operations and employees' conduct. Gassco has mapped all of the work processes in which personal data is processed and has taken steps to ensure that the requirements of the EU's General Data Protection Regulation (GDPR) and the Norwegian Personal Data Act are met. To better safeguard personal data, Gassco has implemented a new IT system for HR (SAP SuccessFactors) for the whole company. A dedicated team comprising representatives from IT, HR and Legal comes together when data protection issues arise and require discussion across the company.

Gassco is currently preparing a new course module designed to amalgamate all courses and training into a single system. The course module will be integrated with the current course portal and also be open to including external courses. This will make it easier for Gassco to maintain an overview of employee training. This new course module is already in use at Gassco's UK terminal and will be rolled out in the other terminals in 2025. In line with procedure, employees must complete courses related to the working environment, health and safety, anti-corruption and ethics every year in order to retain their access cards. Security cleared personnel have access to classified information as needed, with legal authority in the Norwegian Security Act. Gassco arranged a number of social events for its employees.

## Targets related to own workforce

### **Equal treatment and opportunities for all**

Gassco wants to be an attractive workplace in which all employees and qualified candidates have equal opportunities, irrespective of age, gender, disability, etc. All employees have a responsibility to help create an inclusive working environment free of discrimination. Targets and actions must be based on proven challenges in the organisation and be viewed in relation to Gassco's goal of being a socially responsible organisation. 37 per cent of Gassco's workforce in Norway are women. Gassco works to achieve a good gender balance and the company prioritises recruiting more women with higher education. The company has 17 employees who work part-time in accordance with their own wishes. Gassco satisfies the goal of having a board made up of 50 per cent women. The company places great weight on gender equality when it comes to opportunities for professional and personal development, wages and advancement. The HR department maintains an overview of demographic data in the organisation and monitors it. In 2024, the company had an employee turnover rate of 2.07 per cent. Of the nine employees who left, five retired.

Gassco believes these principles are essential in ensuring a fair transition to sustainable corporate governance. Therefore, establishing robust management systems that can identify, prevent, mitigate and remedy any negative impact on its own workforce is a priority for the company.

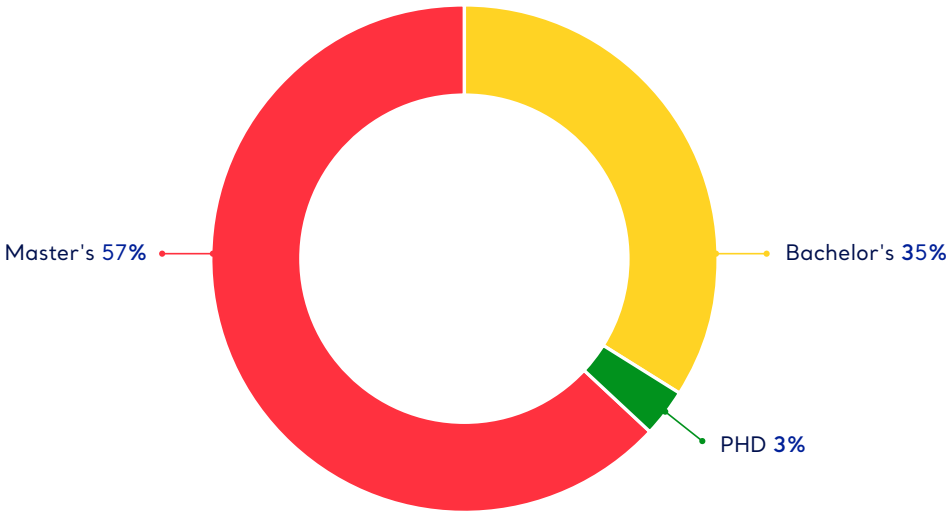
### **Working conditions**

Gassco's human and employee rights policy covers a number of issues related to working conditions, including freedom of thought, opinion and expression, regulated working hours, written employment contracts and procedures for engagement. Gassco wants to offer decent working conditions and fair, competitive terms and conditions, and is committed to ensuring that these are respected in its own organisation, supply chain and at business partners directly linked to the organisation. Gassco defines decent working conditions as work that safeguards basic human rights and health, the environment and safety in the workplace and which provides a living wage (ref. section 3(c) of the Norwegian Transparency Act). Wages in Gassco are regulated by legislation and competitive conditions. Employees have the right to form trade unions and Gassco's management wants to facilitate meaningful dialogue between management and employee representatives. Gassco must respect the principles of freedom of association, the right to collective bargaining, decent working conditions and adequate wages.

Health and safety

Gassco's human and employee rights policy requires the company to make every effort to protect the health and safety of its employees and others linked to its operations. Gassco's goal is to maintain a good mental and physical working environment for all its employees. The company's target for its total sickness absence rate of less than 3 per cent has been in place for several years. In 2024, the total sickness absence rate for the entire organisation was 3.1 per cent, compared with 2.5 per cent in 2023. Gassco has also committed to complying with its HSE&Q policy concerning zero accidents and no harm to people, the environment or material assets. This vision is based on a conviction that all harm can be prevented by systematic and purposeful HSE work. The frequency of harm for 2024 is described under the strategic objectives of safe, reliable and efficient operations. Gassco has developed a set of working processes for regulating, managing and following up the HSE operator activities, including managing safety, climate challenges and emissions. The processes apply to the entire Gassco organisation, including TSP management and government relations, and are subject to comprehensive acts, regulations and standards. As well as overarching processes for promoting a safe working environment, training and upskilling are also important factors in identifying and eliminating risk factors.

Competence level of Norwegian employees



Work environment and diversity at Gassco

	Unit	2024	2023	2022	2021
Employees					
Employees in Norway	Number	245	226	213	207
Employees at receiving terminals	Number	181	167	166	152
Turnover	%	1	1	1	1
Apprentices	Number	1	2	3	3
Age distribution					
Employees under 30	%	6	6	6	5
Employees 30-50	%	45	44	46	52
Employees over 50	%	49	50	48	43
Average age of employees	Year	49	49	48	48
Average age of men	Year	48	50	50	49
Average age of women	Year	46	46	46	46
Gender balance					
Women in Norway	%	37	37	38	36
Women at receiving terminals	%	12	12	12	13
Women managers with personnel responsibilities (Norway)	%	29	30	32	29
Women in management team	%	43	43	43	43
Women on the board of directors**	%	40	40	40	40
Women among new employees*	%	38	28	37	36
Women with a bachelor's degree*	%	13	12	9	10
Women with a master's degree*	%	20	20	19	16
Women with a PhD*	%	0	0	0	0
Sickness absence in Norway					
Short-term, 1-16 days	%	0.9	1.3	1.2	1.0
Long-term, >16 days	%	2.1	1.0	0.9	1.4
Total	%	3	2.3	2.1	2.5
Gassco as an employer					
Personnel with completed annual performance assessment	%	90	93	92	95
Quantifications in Norway					
Employees with a bachelor's degree	%	35	34	28	32
Employees with a master's degree	%	57	56	53	47
Employees with a PhD	%	3	3	3	0.3
* of the total in Norway.					
** elected by general meeting					



Reporting principles and assumptions

The information about permanent employees was obtained from Gassco's personnel data system. At the end of 2024, Gassco does not have a similar overview of non-employees, although this is something the company is working on implementing in the first quarter of 2025. Consequently, we have not included information about non-employees in the report.

Temporary employees include apprentices, but exclude contract employees. Legal requirements and practices can vary from country to country, making comparisons difficult. We have, therefore, only provided figures for apprentices in Norway in this report.

Part-time employees include all individuals employed in positions that represent less than 100 per cent of a full-time position.

The employee turnover rate includes resignations, pensions and staffing reductions involving all permanent employees, but excludes closures and disposals. Of nine resignations, five of these were due to retirement.

Training/courses – at the end of 2024, Gassco has no common system for registering courses and training. Training and development statistics are, therefore, registered manually in various systems and thus difficult to compare for this purpose. Gassco is planning to implement a new course module as part of its ERP system in 2025. This will enable more comprehensive and structured registration of both mandatory and optional training. Once this module is in use, Gassco will be able to report more accurate and comprehensive training and development data. Gassco has, therefore, not reported the number of hours spent on training and courses in 2024, although it has laid the groundwork necessary to be able to do so in 2025.

Pay differences between men and women are calculated as the difference between average male pay and average female pay divided by average male pay. The calculation only takes account of pay differences in Norway, although in 2025 it will also include receiving terminals.

Total compensation – total compensation includes bonuses, other cash benefits and salary. In preparing the information required to calculate total compensation, Gassco has included all employees in Norway, base salary and bonuses. All employees, including managers, have private health insurance, which means that this is netted out from the calculation. Furthermore, as Gassco is a publicly owned company, no employee has any shareholding as direct compensation. Gassco is planning to do the same work for the other terminals in 2025, but due to foreign exchange fluctuations and uncertainty about the number of contract employees it has chosen to focus solely on Norway this year.





**G1**  
**Business conduct**

**Corporate culture and business conduct policies**

Gassco strives to maintain a healthy corporate culture with a high degree of integrity through clear corporate governance policies. The policies provide guidance on the conduct expected in the company and covers areas such as corruption, bribery, donations, political contributions and conflicts of interest. A good corporate culture builds trust with customers, employees and partners, and as a large company, Gassco has a responsibility to act lawfully and ethically and to ensure that the organisation is pulling in the same direction. Breaches of policy are typically reported to line management and/or support functions. Breaches can also be reported through Gassco's external confidential whistle-blowing channel.

**Corporate culture**

Positive impacts

**Value chain**

**IRO name**



Governance

**Description**

As both a systems operator and an operator in various joint ventures, Gassco has shown a strong commitment to fulfilling its mandate and achieving its set targets. Taking this active approach to operator responsibilities helps foster a culture that promotes accountability, curiosity and continuous improvement.

Through its role as a pioneer, Gassco sets standards for efficiency and reliability in the gas industry. Gassco ensures that its gas infrastructure and joint venture operations are operated safely and sustainably.

Breaches of anti-corruption and competition legislation, or privacy regulations, could have serious consequences for the Group, and the people involved, in the form of administrative and criminal sanctions and reputational harm. Corporate culture is, therefore, considered a material topic for Gassco. Gassco is committed to maintaining a strong company culture with a high degree of integrity. It aims to prevent breaches of corruption, competition and privacy regulations, and ensure compliance with applicable legislation, including at the terminals.


One integral element of Gassco's corporate culture is ensuring continuous employee training and raising employee awareness. All of Gassco's employees must complete mandatory training on business conduct upon appointment and thereafter refreshers on this every two years. The training covers anti-corruption, conflicts of interest and ethical conduct, and is reinforced by regular information campaigns. Anti-corruption policies are published in the personnel manual on the intranet. Gassco plans to publish the policies on its website in 2025. Country-specific training and related awareness campaigns are also carried out at the terminals. Gassco has established information and IT security requirements for its business and compliance is monitored, in part via an indicator that measures employee vigilance with respect to phishing and password theft and the extent to which system vulnerabilities are closed by set deadlines. From 2025 onwards, the effects of the training will be added to a new skills module in the company's ERP system for monitoring and evaluation.

Gassco currently does not have a complete overview of what functions in the organisation can be classified as high-risk, but recognises the importance of identifying and monitoring these functions to strengthen anti-corruption and anti-bribery measures. Gassco plans to identify a list of high-risk functions in 2025. This work will include a thorough risk assessment of relevant functions, as well as specific training in addition to the current requirements for ethics training that all employees must meet. Training and upskilling are described in more detail in the health and safety section of the chapter 'Own workforce'.

Prevention and detection of corruption and bribery

Prevention and detection of corruption or bribery

Risks

Value chain	IRO name
	Corruption and bribery

Description

There is a risk of sensitive information being shared that could harm Gassco. No Gassco employee can be involved in corruption or bribery – and training is provided upon appointment.


Corruption and bribery pose serious risks that could impact the company's financial performance, legal compliance and reputation, and are consequently considered a material topic.

Gassco practises a zero tolerance policy in relation to corruption and bribery, and its clear policies and established whistle-blowing channels reflect a proactive approach to preventing and detecting corruption and bribery. The policy is available in Gassco's process management system, Waypoint, and describes topics such as impartiality rules, insider trading, bribery and corruption, as well as the consequences for breaches. There were no instances of either corruption or bribery in 2024, and there are no ongoing legal cases related to corruption or bribery against the organisation or its employees. No convictions or fines were imposed during the period. No employee was terminated or disciplined due to corruption or bribery-related incidents, nor have any contracts with business partners been terminated as a result of breaches of anti-corruption standards.

Management of relationships with suppliers

Management of relationships with suppliers

Positive impacts

Value chain	IRO name
	Requirements for suppliers

Description

The supply chain plays a key role in Gassco's ability to comply with ethical and environmental standards. At the same time, Gassco can help influence and set requirements for its suppliers in relation to its own activities.

The supply chain plays a key role in Gassco's ability to comply with ethical and environmental standards, and managing relationships with suppliers is, therefore, considered a material topic. Gassco sets strict requirements for suppliers' compliance with international work and environmental standards in accordance with the Norwegian Security Act. Gassco generally uses Mangnet JQS as a pre-qualification tool in tender processes, and this means that we check that our suppliers achieve a certain level in relation to decent working conditions, management systems and HSE.

As a publicly owned company, Gassco is subject to the Norwegian Public Procurement Act, and in line with this act, major procurements are, therefore, subject to market competition. Wherever possible, Gassco prioritises local suppliers and follows a practice that means that local operators are often selected for smaller procurements (applies to procurements worth less than a threshold value of NOK 100,000). Gassco partners with local communities, including through local business days, to strengthen the capacity of local suppliers. While these are not formal processes, they represent a conscious approach to empowering local players and contributing to sustainable solutions.

Gassco practises orderly financial management and pays invoices when they fall due with standard payment terms of 30 days. For specific areas, such as Germany, Gassco is in some cases offered a cash discount. Gassco has used representative samples to calculate average payment terms. This method involves obtaining an overview of payment terms from their internal systems. The average payment terms are calculated based on this overview, and this is documented in the contract with the supplier. This practice helps maintain the trust of the company's suppliers and partners.



## Sustainable local communities in 2024



Gassco's sponsorship strategy in 2024 builds on the company's commitment to promoting sustainability and supporting local communities. The company continues to support culture, sports and activities that promote natural diversity, and believes positive interactions between business and society are important.

Gassco sponsored several events and organisations in 2024 that generate activities in the region and a sense of belonging.

These include:

- **Karmøygeddon Metal Festival**, which brings together music enthusiasts from across the country.
- **Haugesund Idrettslag Friidrett (HIL)**, one of the most active athletics clubs in Norway.
- **Rong Brass**, a local brass band from Øygarden Municipality with a long history and huge level of commitment.
- **The Vern Vipa project**, a collaboration with BioDiv2010 and local actors that aims to protect bird species such as the northern lapwing, a red listed species.

Through these initiatives, Gassco wants to help strengthen local solidarity, culture, sports and environmental awareness. The company is committed to supporting both established events and activities that create lasting value in local communities.

In addition to its sponsorship work, Gassco will continue to focus on education and upskilling. The company works closely with educational institutions to increase interest in science and technology, including through apprenticeships, summer jobs and a partnership with Young Entrepreneurship in Rogaland. In 2024, Gassco also contributed to Cancer Care Rogaland through participation in 'Stafett for Life' and supported the organisation LEVE with a cash donation for its work on promoting mental health.

With these actions, Gassco is reaffirming its commitment to sustainable local communities and a positive future for the region.





Share capital

The company’s share capital on 31 December 2024 was NOK 10 million, divided between 10 000 shares. All the shares are owned by the Ministry of Energy on behalf of the Norwegian state.

Net profit and its allocation

Net profit was NOK 0. The company’s equity on 31 December 2023 amounted to NOK 15 248 350. The total balance sheet was NOK 1 974 million and the company had liquid assets through bank deposits of NOK 482 million.

Gassco is organised such that the company does not make a profit or a loss from its activities, and it is exempt from capital and income tax pursuant to section 2-32, paragraph one of the Taxation Act. On that basis, market, liquidity and credit risk are considered to be low. Pursuant to Section 3-3(a) of the Accounting Act, the board confirms that the accounts have been prepared on the assumption that the company is a going concern.

Bygnes, 10. april 2025

Signature  
**Jan Skogseth**  
Chair of the board

Signature  
**Asgeir Tomasgard**  
Director

Signature  
**Karl-Petter Løken**  
Director

Signature  
**Anne-Lene Midseim**  
Director

Signature  
**Bente Nyland**  
Director

Signature  
**Vidar R. Nilsen**  
Director\*

Signature  
**Siv Jane Hettervik**  
Director\*

Signature  
**Agnes S. Gjertsen**  
Director\*

Sign.  
**Frode Leversund**  
President and CEO

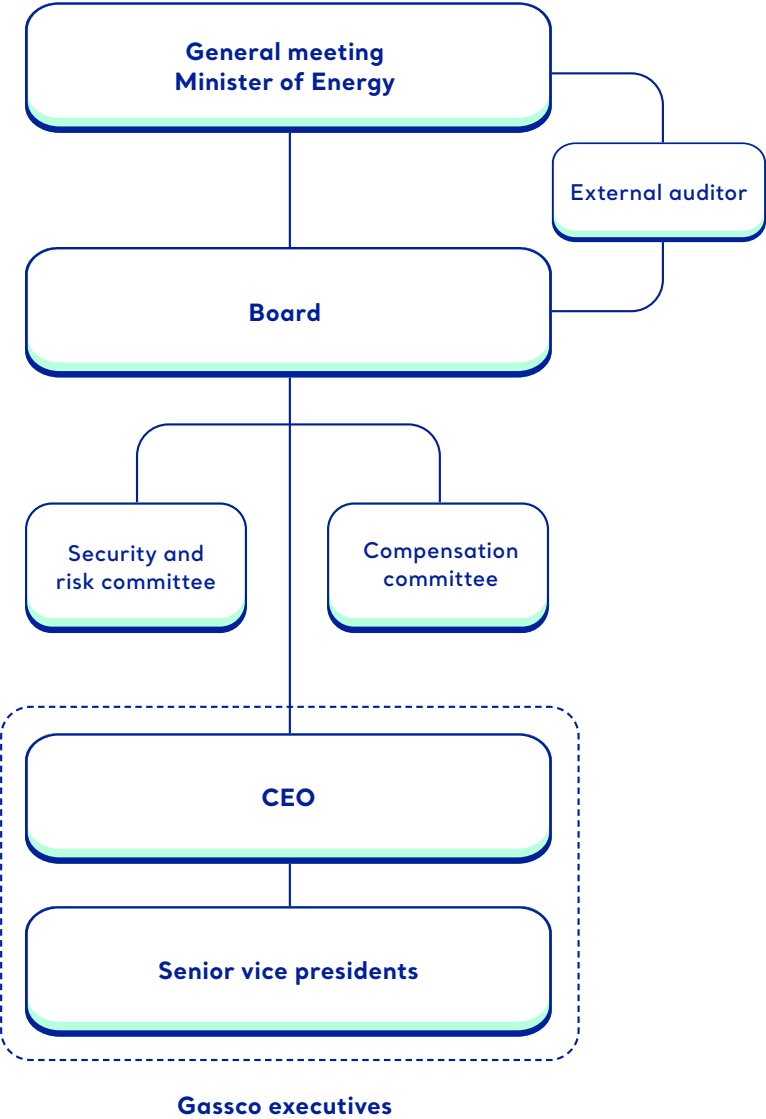
Employee representative\*



# Corporate governance

# The board's presentation of corporate governance

**Governing bodies at Gassco are the general meeting, the board of directors, the CEO and the management group. The roles and responsibilities of the various bodies are defined at the highest level by legislation, statutory regulations, agreements and Gassco AS's articles of association.**



Corporate governance at Gassco accords with relevant points in the Norwegian code of practice in the area. Since the company is not listed but is a wholly state-owned limited company which does not have the generation of profits and income for the shareholder as its business purpose, aspects relating to equity and dividends, equal treatment of shareholders and transactions with close associates, free transferability of the company's shares, the general meeting, a nomination committee and takeovers are not relevant and therefore not discussed below.

At Gassco, corporate governance covers the overall management and control systems intended to ensure that the interests of the owner, the employees and the users and owners of the gas transport system are protected. It will also ensure that the company runs its business in a safe, efficient, sustainable, ethical and socially responsible manner from a society perspective.

Gassco complies with the state's principles for good corporate governance as described by the White Paper on state ownership in force at any given time.

## Gassco's activities

The company's sectoral policy goals are described in the articles of association. These goals include operating transport systems for natural gas on and from the NCS, including pipelines and terminals, either independently or through participation in or partnership with other companies and associated activities. The Norwegian state's ownership report states that the state's goal as owner is to ensure a neutral and independent operator of the integrated gas transport system and to facilitate the efficient utilisation of resources on the continental shelf. Furthermore, the state's goal is also to ensure efficient operation and further development of the integrated gas transport system on the NCS.

The company's business, vision and strategy are described in the directors' report. The company's strategic goals are evaluated annually and strategic action plans and key performance indicators (KPIs) with goals and traffic lights are established and approved by the board.

To ensure that the sectoral policy goals established by the Ministry of Energy (MPE) are met, KPIs are monitored throughout the year. By ensuring good HSE results, highly reliable gas deliveries to continental Europe and operating costs below budget, Gassco contributes to maximising value creation from the NCS.

Sustainability is an integral part of the company's corporate governance, organisational culture and ethical conduct in relation to society and the environment.

Equal treatment of shareholders – transactions  
with related parties

The Norwegian state is a co-owner of Equinor ASA and the sole shareholder in Gassco AS. This means that the two companies are related parties. Gassco AS purchases goods and services from Equinor ASA related to technical plant operation and third-party assignments at cost, pursuant to the technical service provider (TSP) agreement. Please refer to note 8 in the financial statements for further details.

General meeting

The general meeting is the company's supreme authority. The Minister of Energy acts as the general meeting and is thereby responsible for administering the state's ownership of the company. The annual general meeting is held in Oslo or on the island of Karmøy before the end of June each year. The general meeting approves the profit and loss account and balance sheet, determines how the annual surplus/deficit will be applied, elects the company's auditor and sets the auditor's fees.

The general meeting also elects the chair and board members on behalf of the shareholder and ensures that, overall, the board has appropriate and adequate expertise, capacity and diversity. The general meeting elects board members in accordance with the gender balance requirements set out in the Limited Liability Companies Act. Gassco's board of directors has a gender balance of 50 per cent men and 50 per cent women, and its members' ages range from 40 to 69 years old.

The general meeting is attended by the owner, board members, CEO and the auditor. The oil and gas department of the Norwegian Ministry of Energy is responsible for the day-to-day supervision of Gassco.

Board of directors, composition and  
independence

**Corporate assembly**

Pursuant to the Limited Liability Companies Act, companies with more than 200 employees should have a corporate assembly. However, agreement has been reached at Gassco with the employees that the company should not have such a body and the employees have instead elected an additional director who is an employee representative.

**Board of directors**

In line with the articles of association, the board consists of eight board members, of which five, non-executive, were elected by the general meeting and three are representatives of the employees. The board has not elected a deputy chair. Five of the board's eight members are independent, which is 62.5 per cent of the board. The board members elected by the general meeting are independent of the company's day-to-day management and material business associates.

Board members are elected for up to 2 years at a time. Board continuity is ensured by providing new board members with a detailed briefing on the company's history, status and risks (induction programme). The board focuses on avoiding conflicts of interest and ensuring that board members and the management have wide-ranging, in-depth expertise relevant to the company's challenges and areas of responsibility. Together, the board has experience from the oil and gas industry, energy transition and associated infrastructure, as well as technical and regulatory expertise relevant to gas transport. It also contributes expertise on energy transition and strategic modelling, as well as practical experience from the company's operations. The board's combined experience covers sectors, products and areas essential to the company's role as a gas transporter.

Upon joining the board, new board members must sign declarations of willingness to serve and of confidentiality and confirm that they have read the articles of association, the ethical guide-lines, the procedure for ESG, the instructions for the board, the compensation committee, the safety and risk committee and the CEO, as well as the authority matrix for the company.



### The work of the board

Pursuant to the instructions for the board, the board will ensure that the company draws up strategies, budgets and key performance indicators and ensures an acceptable organisation. The board is also responsible for establishing control systems and for ensuring that the business is run in accordance with the company's value base, the ethical guidelines, ESG and the UN SDGs. Gassco's CEO, who is not a member of the board, bears overall responsibility for managing actual and potential negative impacts on fundamental human rights and decent working conditions, and for reporting on the company's sustainability work to the board. Responsibility for sustainability management has been delegated to the executive vice president of safety, security and sustainability, who is responsible for ensuring that due diligence is carried out and for helping manage any actual and potential negative impacts arising from the company's activities. The board appoints the CEO and establishes instructions for its own work, the compensation committee and the CEO.

The board has an annual plan in place for its work. This plan includes recurring themes such as strategy, risk, sustainability and HSE. The board prioritises safe and efficient operations and regularly evaluates its own work.

A decision matrix has been created for the board, which specifies its role in relation to the various issues. The board determines strategy, key performance indicators, budgets, accounts and other important issues based on proposals from the CEO, who is responsible for the day-to-day. The board can also put items on its agenda for decisions or information at its own initiative. The board actively strives to ensure that sustainable matters are fully integrated into the same process, such that sustainability is assessed in line with other strategic and operational goals.

Four to eight board meetings are usually held every year, plus a strategy meeting. The board is also kept informed about the activities by regular reporting between meetings. A special portal has been established to provide board members with information. The chair can call extraordinary meetings as required. The board held five meetings and one strategy seminar in 2024. The attendance rate was 95 per cent.

A power of attorney on behalf of the company has been awarded to the CEO and to the heads of the German, Belgian/French and UK terminals.

### The board's work on sustainability

Gassco has an overarching plan for sustainable value creation. This has been integrated into our strategy work in line with the requirements for state-owned companies. Our work is based on the UN Sustainable Development Goals and the principles in the UN Global Compact. Gassco contributes to nine of the UN's 17 Sustainable Development Goals. Our sustainability work is based on due diligence and materiality assessments that cover projects, activities and suppliers, and are conducted with the support of external experts. Double materiality assessments ensure that both financial risks and impacts on people and the environment are evaluated and integrated into strategic objectives and risk management. For more information on how impacts, risks and opportunities are assessed, see the sections 'Double materiality methodology' and 'Prioritisation of sustainability risk and integration in decision-making processes', page 58.

Active use is made of the board's expertise to manage the company's material impacts, risks and opportunities. To strengthen its expertise, the board has completed courses on sustainability from PwC, and the sustainability manager and CFO have completed the sustainability academy. Other key personnel have completed training in relevant subject areas. In line with the company's goals for 2025, more training is being planned to further develop the board's and employees' expertise within sustainability.

The management group monitors risks, impacts and opportunities and integrates sustainability goals and key performance indicators (KPIs) into strategic and operational processes. Compliance with objectives and external requirements is ensured through regular reviews and an annual management cycle. The board and management group have considered material impacts, risks and opportunities in board meetings throughout the reporting period. For a complete overview, see IROs in the section 'Double materiality assessment results' on page 66.

### **Audit committee**

Following an assessment, the board has concluded that it does not need to appoint an audit committee. The company is subject to greater scrutiny and system audits by independent parties than is usual for a limited company. Reports and feedback from such audits are communicated to the board on a continuous basis. The board conducts a special review with the external auditor in connection with the annual audit.



**Safety and risk committee**

The board established a dedicated safety and risk committee, which started work on 1 January 2024. The committee is an advisory and preparatory body for the board in matters relating to Gassco's role as an enterprise subject to the Security Act. The committee also conducts evaluations of the company's overall risk situation. The committee's primary duty will be to ensure that the board fulfils its responsibilities with respect to managing and supervising the company's management group and activities covered by the Security Act, especially tasks that involve access to classified information. The committee also reviews and assesses the company's overall risk situation. The committee will comprise three to four board members, of which one will be an employee-elected director with the highest level of clearance for access to information. It is chaired by the chair of the board or another committee member appointed by the board. Instructions have been prepared for the appointment and work of the safety and risk committee and these have been adopted by the board.

**Compensation committee**

The board has established a compensation committee. Its role is to prepare matters for the board concerning the conditions of employment for the CEO, the frameworks and policies governing such terms for other employees (including bonus schemes) and other conditions relating to remuneration, supplementary benefits, incentive models, pension terms and organisational and skills development in the company. Any changes will be included in the revised guidelines for executive pay. The committee comprises three board members who are appointed by the general meeting. It will be chaired by the chair of the board or one of the other committee members appointed by the board. Instructions have been prepared for the appointment and work of the compensation committee and these have been adopted by the board.

**In addition**

In addition to the general meeting, the Ministry of Energy convenes biannual owner meetings with the board. These constitute an informal forum in which the board and Ministry of Energy discuss strategic issues. The board also reports on risk and key performance indicators at these meetings.

**Risk management and internal control**

The government sets requirements for governance, supervision, control and risk management in state-owned enterprises. Gassco's management system describes its corporate governance. Risk assessments are conducted, and the most important emerging risks identified so that the necessary measures can be taken to ensure safe operation of the activities. Gassco's management system and associated control routines ensure efficient and prudent operation in accordance with applicable legislation, statutory regulations and specified goals. The framework for risk management and internal control is based on the principles set out in ISO 31000:2018 and the COSO model.

The management group and board set overarching goals, while secondary goals designed to achieve these are set by those responsible for the various topics, risks and impacts. Specific KPIs are defined for all goals. These are regularly reported back to the management group and board. Critical nonconformities or incidents are handled at an overarching level, while ongoing follow-up takes place in the various departments. Key critical elements are monitored closely by the management group, which ensures that reporting takes place in line with approved KPIs. Minor nonconformities are handled by the relevant departments on an ongoing basis without being referred to senior management, with reporting based on established guidelines.

The board ensures that the company is run in accordance with its strategy and objectives through board meetings and periodic reporting from the company. Gassco's board strives to safeguard the interests of the owner, employees, authorities, users, infrastructure owners, suppliers and other stakeholders.

Management and control are exercised through various processes which involve one or more of the company's governing bodies.



**Risk management**

The company's owner, board and management utilise a 'radar image' as important information for decision-making processes and when updating strategy. This radar image primarily presents emerging risks and opportunities. It reflects strategic, operational and external risks, as well as opportunities.

The company's risk situation is reviewed and updated before each board meeting. The board also conducts an extended risk review twice each year (spring and autumn). Particular attention is devoted to risks with major accident potential, which form the basis for workshops on major accident risk pursuant to the industry standard. Please also see the company's annual report for information on the risks that characterised 2024.

The established management principles will ensure sound management and control of the business. The company's policies are adjusted continually to comply with the legal framework. The management system is reviewed annually by the board. Gassco is also subject to management and control by the infrastructure owners in joint ventures where the company performs operator functions.



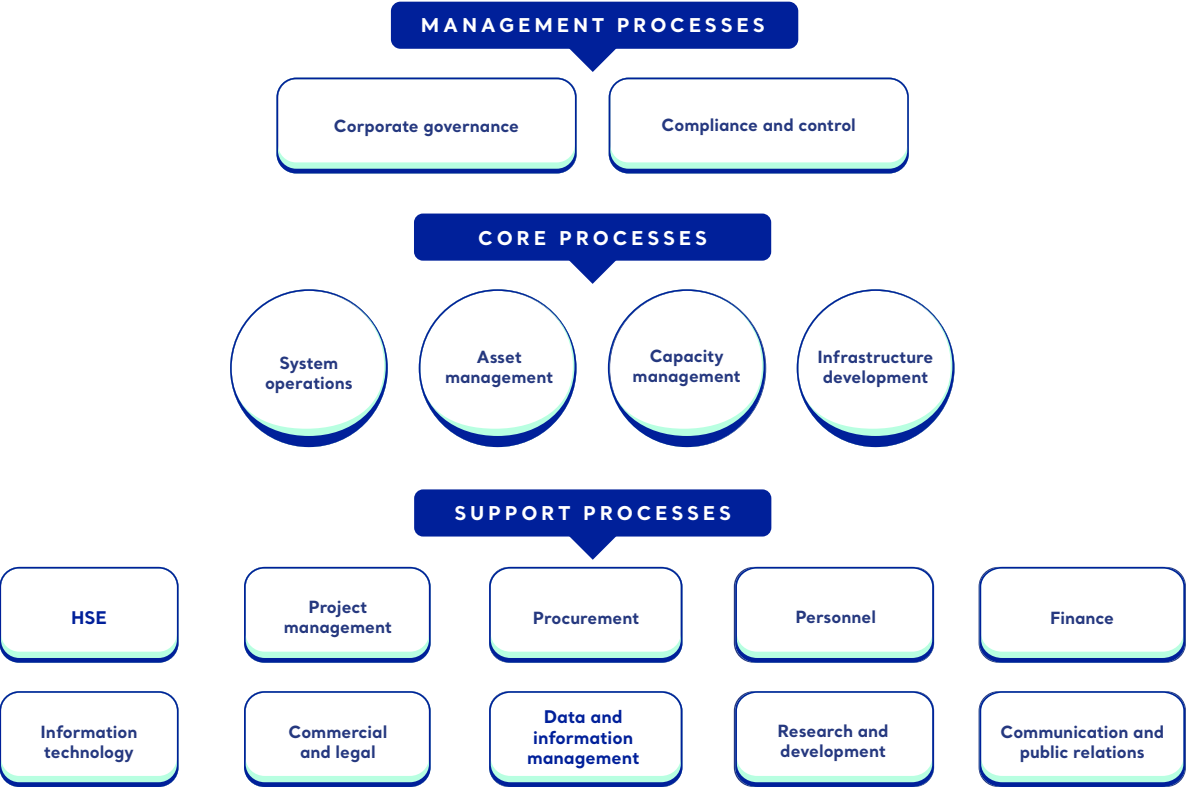
Gassco's management structure builds on established and communicated goals, strategies and values, including ethical rules. Gassco has adopted ethical guidelines that apply to employees and These are discussed in more detail in the section 'Own workforce' under 'Health and safety' on page 128.

Gassco's executive management, which comprises a management team of seven members, regularly checks that business is being conducted in accordance with its strategy. Relevant government agencies, as well as users and owners of the gas transport system, also conduct regular audits and supervision of Gassco's operatorship, as well as of associated activities and management systems. The chief executive is responsible for ensuring that the executive management reviews the management system twice a year and that an annual plan has been established to ensure that this is done.

Gassco has a process-based management system (Waypoint), which describes the company's corporate governance, executive management and work processes. The company's duties and roles are derived from the overall goals, principles and framework documents governing Gassco's operations.

Gassco's management model has three levels. The topmost of these comprises the company's two management processes. Next come four groups of processes related to Gassco's duties within its extended and general operatorship. The third level consists of ten groups of support processes.

The management process covers processes both for control of the company by the owner (in other words, the MPE and the board) and for management of the company, including the establishment of the management system manual, the transport plan, the budget and the business plan, the determination of strategies, including sustainability goals and KPIs, budgeting and decision-making processes and important processes related to quality assurance.



Gassco's management model

An authority matrix has been established, along with a decision matrix which describes the decision-making processes to be observed for important issues, who is responsible for the final decision and which authorities the decision-makers hold. Terms of reference for the various joint ventures and their committees have been established and approved by the owners. A special verification process has been established and approved for projects.

The user forums - the Infrastructure Advisory Board (IAB), the Operating Forum, the NGL Forum and the NCS Gas Infrastructure Forum - have been established with participation from relevant companies. Participants in these bodies are licensees on the NCS and qualified users. Gassco continuously evaluates whether the established user forums function as intended. Although formal decisions are taken either by the owners of the gas infrastructure or by participants in specific infrastructure development projects, the work processes ensure that users exert genuine influence ahead of these decisions.

Primary responsibility for Gassco's monitoring activity rests with the department for Safety, security and sustainability (SSU), which draws up annual monitoring programmes in close collaboration with the business units. This unit ensures that internal audits and audits of suppliers/TSPs are conducted. Other types of internal and external monitoring activities are also conducted by Gassco's units and projects. This helps to ensure that activities comply with the law, regulations, internal instructions and suppliers' own internal requirements.

The results of these monitoring activities are used for continuous improvements to, and further development of, Gassco's management system. The overall management and control of compliance and the implementation of improvements to the management system are handled by SSU.

**Management tools**

The board and CEO utilise activities such as strategic planning, budgeting, periodic financial and operational reporting and dedicated processes in the systematic risk management of the business. Follow-up and control are pursued in part through monthly operational and financial reporting on the development and status of the company and all its business areas. Risk management and a balanced scorecard are utilised as tools in the business areas.

### Remuneration of board members

The general meeting decides the remuneration of board members. A detailed overview of the remuneration of board members can be found in the executive pay report.

### Remuneration of executive personnel

Please refer to the executive pay report concerning remuneration of executive personnel.

### Information and communication

The board of Gassco has established a communication strategy which ensures an open dialogue both internally and externally, so that the company's employees and other stakeholders are adequately informed of its business activities.

Press releases and annual reports are posted on the company's website ([www.gassco.eu](http://www.gassco.eu)).

License2Share (L2S) is also used as a means of communicating with infrastructure owners and users, while Authorityweb is used to communicate with the Norwegian Ocean Industry Authority.

Information for users of the gas transport system is made available in Gassco's booking system, in the Origo ICT system and in the user forums. Real-time information and details of planned and unplanned shutdowns are posted to [umm.gassco.no](http://umm.gassco.no). Whistleblowing channels administered by third parties can be accessed via the company's website.

### Changes in ownership and right of reversion

In November 2024, the Ministry of Energy announced that the state had signed agreements with seven companies to acquire their ownership interests in the central gas transport infrastructure, Gassled, Nyhamna and Polarled. This means that the state, through the state's direct economic involvement in petroleum activities, has increased its ownership stake, which includes Gassled being owned for non-profit reasons. This is because state ownership is considered the most appropriate for this infrastructure on conditions that will support the main objectives of the petroleum policy, including low tariffs for users. Gassco will continue to be the operator of the gas transport system, while Petoro will administer the state's direct economic engagement on behalf of the state.

The changes to the ownership structure could potentially lead to operational adjustments in Gassco in 2025.

### Auditor

PricewaterhouseCoopers (PwC) is the company's external auditor. The auditor's fee is determined by the general meeting. The auditor attends board meetings at which the accounts are considered. In addition, the board has an annual meeting on its own with the auditor. Subjects addressed in this meeting include the company's internal control. The auditor confirms their independence on an annual basis.

### Digitalisation on the agenda

Digitalisation remains a key contributory factor in Gassco's efforts to ensure safe, reliable and efficient operations. The company continues to build on its strategy of using portfolio management as a tool for prioritising and coordinating digital initiatives in line with business needs. These initiatives are managed by dedicated teams organised in line with agile principles in order to ensure flexibility and continuous improvement.

Cloud-based solutions are a cornerstone of the company's digital strategy and the preferred platform for our business systems. This technology allows us to leverage data in new ways, create greater value and improve decision-making. The number of digital initiatives continued to grow in 2024, and the portfolio for 2025 is even more ambitious.

In 2024, Gassco evaluated its sourcing of IT expertise and as a consequence of this recruited nine people within digital services. This provides a basis for safe and efficient operations, as well as the procurements and initiatives planned for 2025. In 2024, the company made AI available to all employees on the M365 platform and expects to adopt AI solutions for selected datasets as part of its continued digitalisation.

Gassco's continuous digitalisation process underlines the need to strengthen the company's expertise in technology and IT. This will be a focus area for Gassco in the years to come. It will include both targeted training programmes and strategic recruitment designed to ensure that the organisation is equipped to meet future requirements and needs.

By continuing the strategy followed in 2024 and building on the results achieved, Gassco wants to ensure that digitalisation remains a key driver in achieving the company's strategic goals in the face of future challenges. At the same time, we expect our strategic partnership with our new service providers to improve deliveries and contribute to further value creation.





## Jan Skogseth

Chair of the board (born 1955)

Skogseth has an MSc from the South Dakota School of Mines & Technology and over 35 years of experience in the oil, gas and renewables industry, working for oil companies and the supplier sector in Norway and internationally. He was the CEO of Aibel from 2008 to 2017 and played a key role in establishing that company on several continents. Skogseth has held several board appointments and currently sits on the boards of SR Bank ASA and Nammo AS. Skogseth has been a director since 2018 and chair since 2019.



## Bente Nyland

Director (born 1950)

Nyland has a Cand.scient. degree in geology from the University of Oslo. She has 40 years of experience from the oil and gas industry in Norway. Nyland has worked in the Norwegian Petroleum Directorate (now the Norwegian Shelf Directorate) as Director General. She has held several board positions – including the Institute for Energy Technology (IFE), the Norwegian Geotechnical Institute (NGI), the University Fund for Rogaland and the Norwegian Petroleum Museum. Nyland is a board member from 2024.



## Karl-Petter Løken

Director (born 1966)

Løken has an MSc from NTH in Chemical Engineering. He has worked in oil and gas for 30 years. Løken was technically responsible for Edvard Grieg, and later worked as CEO of Kvaerner, establishing renewables as a focus area in the company. Løken has held board positions in companies such as SuperNode, Energy Valley and as chairman of the board of Rainpower. He is the general secretary of NFF, and holds a board position in Solberg Industri AS. Løken is a board member from 2024.



## Vidar R. Nilsen

Director, employee representative (born 1976)

Nilsen is an advisor in the construction technology department in Gassco and leader of the worker organisation TEKNA within Gassco. Nilsen has been a director since 2022.



## Asgeir Tomasgard

Director (born 1970)

Tomasgard is a professor at the Department of Industrial Economics and Technology at the Norwegian University of Science and Technology (NTNU). He is the Centre Director of NTRANS – Norwegian Center for Energy Transition Strategies and of the NTNU Energy Transition Initiative. Tomasgard has been a guest researcher/guest professor for a number of international universities and is a member of several national and international panels and professional councils. He joined the board in 2021.



## Anne-Lene Midseim

Director (born 1966)

Midseim has a law degree from the University of Oslo. She has worked in Hydro since 1998 and is currently Executive Vice President for Compliance, IP and Legal. Midseim has held various leadership roles in Hydro in Norway and Brazil. Among other things, she has worked as a local adviser in East Timor for the Norwegian Oil for Development programme. Prior to joining Hydro, Midseim worked as an associate at the law firm Vogt & co and as a case officer at the Ministry of Petroleum and Energy. Midseim has been a board member since 2019.



## Siv Jane Hettervik

Director, employee representative (born. 1964)

Hettervik is portfolio and finance manager in the department of infrastructure development and analysis. She is head of the Gassco trade union STYRKE and a board member of the Nord-Rogaland Confederation of Trade Unions. Hettervik became a board member in 2024.



## Agnes S. Gjertsen

Director, employee representative (born 1984)

Gjertsen is a senior engineer in the department of system operations. She is head of the Gassco trade union NITO and deputy head of NITO Nord Rogaland and Sunnhordaland. Gjertsen became a board member in 2024.



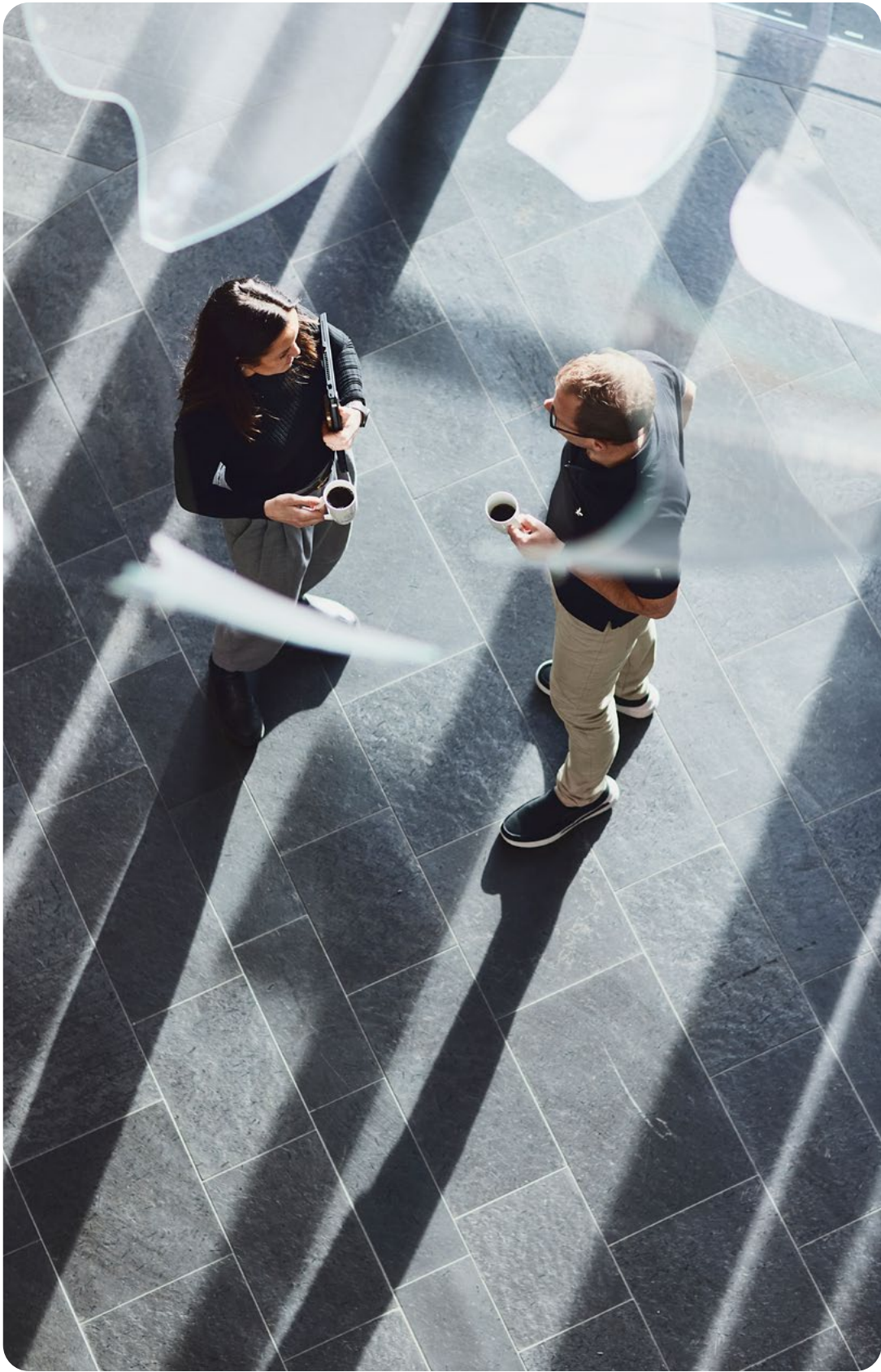


# Financial statements



# Income statement

Amounts in NOK 1 000	Note	2024	2023
<b>Operating income and expenses</b>			
Total operating income	2	0	0
Total operating expenses	2,3,4	0	0
<b>Operating profit</b>		<b>0</b>	<b>0</b>
<b>Financial income and expenses</b>			
Financial income		(0)	0
Financial expenses		(0)	0
<b>Net financial items</b>		<b>(0)</b>	<b>0</b>
<b>Profit before tax</b>			
		0	0
Tax on ordinary activities	5	0	0
<b>Net profit/(loss)</b>		<b>0</b>	<b>0</b>
<b>Transfers</b>			
Transferred to/(from) other equity		0	0
<b>Total transfers</b>		<b>0</b>	<b>0</b>



# Balance sheet

Amounts in NOK 1 000	Note	2024	2023
<b>Assets</b>			
<b>Tangible assets</b>			
Land, buildings and other property	4	29 507	29 517
Operating equipment and fixtures	4	215 100	170 160
<b>Total tangible assets</b>		<b>244 607</b>	<b>199 677</b>
<b>Other long-term receivables</b>			
Other receivables	3,6,7	149 589	175 313
<b>Total other long-term receivables</b>		<b>149 589</b>	<b>175 313</b>
<b>Total fixed assets</b>		<b>394 196</b>	<b>374 990</b>
<b>Current assets</b>			
<b>Receivables</b>			
Accounts receivable	8	90 756	135 845
Other receivables	1,6	1 631 580	981 732
<b>Total current receivables</b>		<b>1 722 336</b>	<b>1 117 577</b>
Bank deposits and cash	9	547 791	481 575
<b>Total current assets</b>		<b>2 270 127</b>	<b>1 599 152</b>
<b>Total assets</b>		<b>2 664 323</b>	<b>1 974 142</b>

# Balance sheet

Amounts in NOK 1 000	Note	2024	2023
<b>Equity and liabilities</b>			
<b>Equity</b>			
<b>Paid-in capital</b>			
Share capital	10	10 000	10 000
<b>Total paid-in capital</b>		<b>10 000</b>	<b>10 000</b>
<b>Retained earnings</b>			
Other equity	11	5 248	5 248
<b>Total retained earnings</b>		<b>5 248</b>	<b>5 248</b>
<b>Total equity</b>		<b>15 248</b>	<b>15 248</b>
<b>Liabilities</b>			
<b>Provisions</b>			
Pension commitments	7	356 079	374 913
<b>Total provisions</b>		<b>356 079</b>	<b>374 913</b>
<b>Long-term liabilities</b>			
Other long-term liabilities	6,12	102 823	80 012
<b>Total long-term liabilities</b>		<b>102 823</b>	<b>80 012</b>
<b>Current liabilities</b>			
Accounts payable	1,8	1 925 148	1 226 009
Unpaid government charges and special taxes	1,9	44 183	79 760
Other current liabilities	6	220 842	198 199
<b>Total current liabilities</b>		<b>2 190 173</b>	<b>1 503 968</b>
<b>Total liabilities</b>		<b>2 649 075</b>	<b>1 958 894</b>
<b>Total equity and liabilities</b>		<b>2 664 323</b>	<b>1 974 142</b>

Bygnes, 10. april 2025

Signature  
**Jan Skogseth**  
Chair of the board

Signature  
**Asgeir Tomasgard**  
Director

Signature  
**Karl-Petter Løken**  
Director

Signature  
**Anne-Lene Midseim**  
Director

Signature  
**Bente Nyland**  
Director

Signature  
**Vidar R. Nilsen**  
Director\*

Signature  
**Siv Jane Hettervik**  
Director\*

Signature  
**Agnes S. Gjertsen**  
Director\*

Sign.  
**Frode Leversund**  
President and CEO

Employee representative\*





# Cash flow statement

Amounts in NOK 1 000	Note	2024	2023
<b>Cash from operational activities</b>			
Profit on ordinary activities before tax		0	0
Depreciation	4	57 872	51 162
Change in accounts receivable	8	45 089	21 972
Changes in other current receivables	6	(649 849)	898 641
Changes in long-term receivables	6	25 724	38 817
Changes in accounts payable	8	699 139	(1 662 125)
Changes in long-term commitments	7	(18 834)	(41 053)
Changes in other current liabilities	6	(12 933)	70 296
Changes in other long-term liabilities	6	22 811	10 864
<b>Net cash from operational activities</b>		<b>169 018</b>	<b>(611 426)</b>
<b>Cash applied to investment activities</b>			
Net disbursement for acquisition of fixed assets	4	(102 802)	(79 489)
<b>Net cash applied to investment activities</b>		<b>(102 802)</b>	<b>(79 489)</b>
<b>Cash from financing activities</b>			
Redemption of long-term debt		0	0
<b>Net cash from financing activities</b>		<b>0</b>	<b>0</b>
<b>Net change in cash and cash equivalents</b>		<b>66 216</b>	<b>(690 916)</b>
<b>Cash and cash equivalents at 1 January</b>		<b>481 575</b>	<b>1 172 490</b>
<b>Cash and cash equivalents at 31 December</b>		<b>547 791</b>	<b>481 575</b>







# Notes

## Note 1.

### Accounting principles

**The annual accounts have been prepared in accordance with the Norwegian Accounting Act and generally accepted accounting principles in Norway.**

#### Description of the company's business

Gassco AS was established on 14 May 2001 and is wholly owned by the Norwegian state. The company is responsible for transporting gas from the Norwegian continental shelf to Europe. Its head office is located in Bygnes, and it also has branch offices in Germany, Belgium, France and the UK. Gassco's financial statement includes all branches.

#### General rules for assessing and classifying assets and liabilities

Assets intended for permanent ownership or use have been classified as fixed assets. Other assets are classified as current assets. Accounts to be repaid within one year are classified as current assets. The same criteria are used for classification of current and long-term liabilities.

Fixed assets are carried at historical cost with a deduction for planned depreciation. If the real value of the fixed asset is lower than the book value, and this decline is not expected to be temporary, the asset is written down to fair value. Fixed assets with a limited economic life are depreciated on a straight-line basis over their economic life.

Current assets are valued at the lower of historical cost or fair value. Other long-term and current liabilities are carried at nominal value.

The company has chosen to use gross recording when presenting items related to the normal operatorship in the balance sheet. This means that gross figures are presented for balances with third parties related to the company's operator activities. These almost entirely concern accounts payable and VAT in the joint ventures.

#### Assets and liabilities in foreign currency

Accounts for the branches abroad are compiled in the currency primarily used in their operations (EUR, GBP). Balance sheets are converted from foreign currencies to Norwegian kroner at the exchange rate prevailing on 31 December, while income statements are converted at average exchange rates.

#### Accounts receivable

Accounts receivable are posted at nominal value less provision for expected bad debts. Provision for bad debts is made on the basis of an individual assessment of each account.

#### Bank deposits and cash

Bank deposits and cash include cash, bank deposits and other monetary instruments with a maturity shorter than three months from the date of their acquisition.

#### Pensions

The company has various pension schemes. These are financed through payments to insurance companies, with the exception of the AFP early retirement scheme and a closed plan for pension benefits exceeding 12 times the National Insurance base rate (G). The company has both defined contribution and defined benefit plans.

**Defined contribution plans.** Under defined contributions plans, the company makes contributions to an insurance company. It has no further commitments once the contributions have been paid. The contributions are recorded in the accounts as payroll costs. Possible contributions paid in advance are recorded in the balance sheet as an asset (pension funds) to the extent that the contribution can be refunded or reduce future payments.

**Defined benefit plans.** A defined benefit plan is a pension scheme which is not a defined contribution plan. It typically defines a pension benefit which an employee will receive on retirement. This benefit normally depends on a number of factors, such as age, number of years with the company and level of pay. The capitalised commitment related to defined benefit plans is the present value of the defined benefits on the balance sheet date, less the fair value of the pension funds (amounts paid to an insurance company), adjusted for estimate variations and costs not recorded in the income statement related to pension earnings in earlier periods. The pension commitment is calculated annually by an independent actuary using a linear earnings method.

#### Taxes

In accordance with a decision by the tax authorities, the company is exempt from tax pursuant to section 2-32, paragraph one of the Taxation Act. On the basis of this decision, the company must continuously assess whether "economic activity" is pursued which incurs a liability to tax pursuant to section 2-32, paragraph two of the Taxation Act.

#### Cash flow statement

The cash flow statement is prepared in accordance with the indirect method. Cash and cash equivalents include cash in hand, bank deposits and other short-term liquid investments which can be converted immediately and with insignificant price risk to known cash amounts and which have a remaining term to maturity of less than three months from the date of acquisition.

**Note 2.**  
The company's income and expenses

**The company's primary roles can be defined as the exercise of special and normal operatorship.**

The special operatorship refers to the performance of duties allocated to Gassco pursuant to the Norwegian Petroleum Act and associated regulations. It relates to system operation, capacity administration and infrastructure development. The normal operator ship refers to the technical operation of facilities and platforms pursuant to the Norwegian Petroleum Act's provisions on operator responsibility.

These duties are also regulated in the operator agreements with the Gassled, Haltenpipe, Zeepipe Terminal, Dunkerque Terminal, Valemon Rich Gas Pipeline, Knarr Gas Pipeline, Utsira High Gas Pipeline, Nyhamna, Polarled Gas Pipeline and Vestprosess joint ventures, which own the infrastructure for transporting gas from the NCS.

In addition, Gassco carries out a number of study assignments for various government bodies and players on the NCS.

Gassco is not intended to make a loss or profit from its activities. All its expenses are therefore covered by the licensees for work related to the normal operatorship and by the gas shippers for work related to the special operatorship. Other assignments are financed by the client which awards the assignment.

Activities are thereby deemed to be performed on behalf of the clients and at their expense and risk, and costs related to Gassco's various assignments accordingly do not appear in the accounts for Gassco AS. A net presentation of this kind accords with practice at other operators where the expenses of the operatorship are divided between the owners.

However, the net presentation provides very limited information on Gassco's total activities and area of responsibility. Gassco's accounts are accordingly presented below in accordance with the proportionate consolidation method.

Income statement

Beløp i 1000 NOK	2024	2023
<b>Operating income and expenses</b>		
Normal operatorship	16 459 244	16 099 159
Special operatorship	514 251	443 670
Other assignments	520 040	838 602
<b>Total operating income</b>	<b>17 493 536</b>	<b>17 381 431</b>
Payroll expenses	852 936	766 492
Depreciation of fixed assets, Gassco	57 872	51 162
Other expenses	16 582 728	16 563 778
<b>Total operating expenses</b>	<b>17 493 536</b>	<b>17 381 431</b>
<b>Operating profit</b>	<b>0</b>	<b>0</b>
Financial income	0	0
Financial expenses	0	0
<b>Net financial items</b>	<b>0</b>	<b>0</b>
<b>Profit before tax</b>	<b>0</b>	<b>0</b>
Tax on ordinary activities	0	0
<b>Net profit/(loss)</b>	<b>0</b>	<b>0</b>

Gassco is also responsible for administering capacity available at any given time in the pipeline network and at the treatment plants. On behalf of the transport system's owners, Gassco invoices all shippers on the NCS for their booked capacity in accordance with applicable tariffs. Tariffs paid by the shippers are transferred without delay to the transport system owners.

Amounts in NOK 1 000		
<b>Tariff revenues</b>	<b>2024</b>	<b>2023</b>
<b>Total tariff revenues</b>	<b>33 429 313</b>	<b>31 882 737</b>



**Note 3.**  
Payroll expenses, number of employees, remuneration,  
loans to employees, etc.

Amounts in NOK 1 000		
Payroll expenses	2024	2023
Pay <sup>1)</sup>	590 975	521 689
Payroll tax	115 523	102 977
Pension costs <sup>2)</sup>	118 886	115 131
Other benefits	27 552	30 082
<b>Total payroll expenses</b>	<b>852 936</b>	<b>769 879</b>
<b>Work-years performed</b>	<b>426</b>	<b>387</b>

<sup>1)</sup> Payroll expenses include bonuses in addition to base salary. <sup>2)</sup> Pensions – see note 7 for further details

Amounts in NOK 1 000		
Loans and security provided to:	Loans	Security
Employees	92 852	0

Remuneration of executive management team

The allocation and payment of compensation to senior personnel has been carried out in line with Gassco's guidelines for executive pay.

Name	Year	Base salary	Fixed salary addition	Pay	Other benefits	Bonus***)	Pension*)	Total remuneration	Samlede ytelser
Frode Leversund, president and CEO	2024	4 186	4 219	-	4 309	51	377	387	5 033
	2023	3 964	4 093	-	4 093	63	277	601	5 035
Øystein Rossebø, senior vice president business, development and projects	2024	2 324	2 380	309	2 688	55	209	247	3 200
	2023	2 200	2 219	300	2 519	65	154	213	2 950
Kristin Kinn Kaste, senior vice president asset management	2024	2 218	2 256	309	2 565	60	200	263	3 087
	2023	2 100	2 135	300	2 435	64	147	226	2 872
Alfred Skår Hansen, senior vice president system operations	2024	2 060	2 129	309	2 438	58	185	251	2 932
	2023	1 950	1 988	300	2 288	58	137	216	2 699
Randi Viksund, senior vice president staff and support services	2024	1 954	1 999	309	2 307	61	176	274	2 818
	2023	1 850	1 961	300	2 261	67	130	235	2 693
Alvin Hansen, senior vice president safety, security and sustainability	2024	2 054	2 146	256	2 402	27	154	210	2 794
	2023	1 945	2 051	300	2 351	58	136	1 540	4 085
Jens Eldøy ***) , senior vice president safety, security and sustainability	2024	2 350	2 350	-	2 350	-	212	728	3 290
	2023								
Trine Lund **), manager corporate governance	2024	1 833	1 969	309	2 277	55	165	(521)	1 977
	2023	1 735	1 817	300	2 117	52	121	1 628	3 918

\*) For employees with a defined benefit pension scheme, the amount represents the change in DBO, and for those with a defined contribution pension scheme, the amount represents the paid pension premium. Changes in DBO is a calculatory value, reflecting the effect of an extra year's earnings, life expectancy, discount rate and expected growth in future salary and G.

\*\*) One employee retains rights from a former early pension scheme.

\*\*\*) Gassco's system for bonuses/variable pay (hereinafter bonus) is the same for all employees, including leading personnel. Each year, the board of directors of Gassco determines a set of key performance indicators (KPIs) and the results achieved for these will form the basis for the year's bonus payments to employees. The KPIs are linked to Gassco's vision, values and strategy, thereby converting the strategy to tangible targets and results.

\*\*\*\*\*) Jens Eldøy replaced Alvin Hansen in the management team 01.09.24



Remuneration of the board of directors

Name	Year	Board remuneration	Remuneration committee	Safety and Risk Committee	Total remuneration
Jan S Skogseth, chair of the board	2024	490	20	15	525
	2023	455	10	-	465
Asgeir Tomasgard, director	2024	251	-	25	276
	2023	232	-	-	232
Brita Holstad, director	2024	119	-	-	119
	2023	232	-	-	232
Anne-Lene Midseim, director	2024	251	15	-	266
	2023	232	10	-	242
Karl Petter Løken, director **)	2024	132	10	-	142
	2023	-	-	-	-
Bente Nyland, director**)	2024	132	-	15	147
	2023	-	-	-	-
Tor R Skjærpe, director *)	2024	119	5	-	124
	2023	232	10	-	242
Lisbet Kallevik, director (employee representative) *)	2024	119	-	-	119
	2023	232	-	-	232
Vidar R Nilsen, director (employee representative)	2024	251	-	15	266
	2023	232	-	-	232
Siv Jane Hettervik, director (employee representative) **)	2024	132	-	-	132
	2023	-	-	-	-
Agnes S. Gjertsen, director (employee representative) **)	2024	132	-	-	132
	2023	-	-	-	-
Toralf Bredahl, director (employee representative) *)	2024	119	-	-	119
	2023	232	-	-	232

\*) Har gått ut av styret 01.07.24    \*\*) Har kommet inn i styret fra 01.07.24  
The rates are approved by the General meeting.

Auditor's fees

NOK 2 645 500 was paid in 2024 (2023: NOK 2 080 000) as fees to PricewaterhouseCoopers AS for auditing the company and the licenses operated by Gassco AS. Furthermore, PricewaterhouseCoopers AS was paid fees of NOK 136 000 for other attestation services, NOK 55 500 for tax advisory services (including technical preparation of tax returns), and NOK 1 057 483 for other services not related to auditing (2022: NOK 869 000). No fees were paid to Advokatfirmaet PricewaterhouseCoopers AS for legal assistance in 2024 nor in 2023.

**Note 4.**  
Tangible fixed assets

Amounts in NOK 1 000	Buildings and other real property	Operating equipment, fixtures, tools, etc	Total
<b>2024</b>			
Acquisition cost 1 Jan 2024	46 149	552 839	598 988
Additions	-	102 866	102 866
Disposals/scrapping	-	(8 147)	(8 147)
<b>Acquisition cost 31 Dec 2024</b>	<b>46 149</b>	<b>647 862</b>	<b>694 011</b>
Accumulated depreciation 1 Jan 2024	16 633	382 678	399 311
Disposal accumulated depreciation	-	(8 083)	(8 083)
Depreciation for the year	10	57 862	57 872
<b>Accumulated depreciation 31 Dec 2024</b>	<b>16 643</b>	<b>432 761</b>	<b>449 404</b>
<b>Book value 31 Dec 2024</b>	<b>29 507</b>	<b>215 100</b>	<b>244 607</b>
Economic lifetime	5, 50 years	3, 5, 7, 8, 10 år	
Depreciation plan	Linear/none	Linear	

**Note 5.**  
Income taxes

Amounts in NOK 1 000	2024	2023
<b>Taxes for the year are as follows</b>		
Tax payable	0	0
Changes in deferred tax	0	0
Tax on ordinary profit	0	0
<b>Tax payable</b>	<b>2024</b>	<b>2023</b>
Tax payable in the balance sheet	0	0

The company received a decision from the tax authorities dated 18 May 2017 which finds the company to be exempt from tax pursuant to section 2-32, paragraph one of the Taxation Act. Tax payments made in 2012-2015 were repaid in 2016. The company has reviewed the factual position concerning its activities in 2024 and concluded that the conditions for tax exemption were also fulfilled in that year. No tax payable has therefore been calculated for 2024 nor any temporary differences/deferred tax for either 2024 or 2023.

**Note 6.**  
Other receivables and liabilities

<b>Other long-term receivables</b>		
Amounts in NOK 1 000	<b>2024</b>	<b>2023</b>
Loans to employees	92 852	88 109
Pension-related receivables	56 737	87 204
	<b>149 589</b>	<b>175 313</b>
<b>Other current receivables</b>		
Amounts in NOK 1 000	<b>2024</b>	<b>2023</b>
Receivable from licences	1 571 119	900 158
Receivable from shippers	44 348	66 774
Other current receivables	16 114	14 799
	<b>1 631 580</b>	<b>981 732</b>
<b>Other long-term liabilities</b>		
Amounts in NOK 1 000	<b>2024</b>	<b>2023</b>
Liabilities to shippers	102 823	80 012
<b>Other current liabilities</b>		
Amounts in NOK 1 000	<b>2024</b>	<b>2023</b>
Liabilities to credit institutions	95 167	90 196
Payroll-related liabilities	109 049	92 348
Other current liabilities	16 627	15 654
	<b>220 842</b>	<b>198 199</b>

**Note 7.**  
Pension costs, funds and commitments

**The company has pension plans which cover all its employees in Norway, Germany, France, Belgium and the UK.**

**Pension arrangements for employees in Norway**

A defined contribution plan is the main pension arrangement in Norway, with premiums paid representing the pension expense for the year. Gassco AS also has closed defined benefit pension schemes for employees who would reach the age of 67 in 15 years or less from 2015. These defined benefit plans depend primarily on the number of years of pensionable service, the level of pay at retirement and the size of state pension benefits. The company has both funded and unfunded plans. The calculated premium for all the plans is expensed annually and refunded by the licensees, and reflects the fact that the pension responsibility vis-à-vis the operator is settled as the obligation arises. For this reason, refunded pension costs from the licensees differ from premium payments and costs pursuant to the Norwegian Accounting Standard.

The company recorded the calculated pension commitment at 31 December 2024 in the balance sheet, with the corresponding receivable from the licensees as a counter item. Changes to the calculated pension commitment will thereby have no effect on profit.

The table below presents pension costs plus funds and commitments:

Amounts in NOK 1 000		
<b>For de ansatte i Norge</b>	<b>2024</b>	<b>2023</b>
Present value of pension earning for the year	8 362	10 182
Interest cost of the pension commitment	11 564	11 411
Curtailment/settlement	0	0
Administration costs	108	103
Recorded implementation effect/ curtailment/settlement	0	0
Recorded estimate loss/(gain)	(27 238)	27 903
<b>Net pension expenses/(gain)</b>	<b>(7 205)</b>	<b>49 598</b>
<b>Defined contribution plans</b>	<b>34 387</b>	<b>27 701</b>

The company also has an agreement on early retirement (AFP). The new AFP scheme, which applies from 1 January 2011, is to be regarded as a defined-benefit multi-company plan, but will be treated in the accounts as a defined-contribution plan until reliable and adequate information is available which allows the group to account for its proportionate share of the pension expense, liability and funds in the scheme. As a result, the company's liability is not recorded as debt in the balance sheet. The total cost expensed to the AFP scheme is NOK 3.4 million.

As part of the restructuring of the company, early retirement agreements were entered into for some of the company's employees in 2016. The company charged these early retirement costs in 2016. Possible estimate variations in future years will be charged out.

Amounts in NOK 1 000				
<b>2024</b>	<b>Funded (collective)</b>	<b>Unfunded (AFP)</b>	<b>Other unfunded</b>	<b>Total</b>
Earned pension commitments	473 005	0	297 713	770 718
Pension funds (at fair value)	(450 653)	0	0	(450 653)
Unrecorded effect of estimate variations	0	0	0	
<b>Net pension commitments</b>	<b>22 352</b>	<b>0</b>	<b>297 713</b>	<b>320 065</b>

Amounts in NOK 1 000				
<b>2023</b>	<b>Funded (collective)</b>	<b>Unfunded (AFP)</b>	<b>Other unfunded</b>	<b>Total</b>
Earned pension commitments	485 010	0	303 626	788 636
Pension funds (at fair value)	(410 000)	0	0	(410 000)
Unrecorded effect of estimate variations	0	0	0	0
<b>Net pension commitments</b>	<b>75 010</b>	<b>0</b>	<b>303 626</b>	<b>378 636</b>

<b>Economic assumptions</b>	<b>2024</b>	<b>2023</b>
Discount rate on corporate bonds	3.90 %	3.10 %
Expected return on pension funds	3.90 %	3.10 %
Expected pay growth	4.00 %	3.50 %
Expected adjustment to current pensions	2.25% / 3.75%	2.25% / 3.25%
Expected change to National Insurance base rate (G)	3.75 %	3.25 %

Actuarial assumptions for demographic factors and natural wastage are based on assumptions normally applied in the insurance industry.

These arrangements apply to all the company's employees in Norway. The company's pension schemes satisfy the requirements set out in the Norwegian Mandatory Occupational Pension Act.



**Pension arrangements for employees in Belgium**

Employees in Belgium have either defined benefit or defined contribution plans. Funds in these plans at 31 December 2024 satisfied local requirements.

Amounts in NOK 1 000, converted at an average exchange rate of 11.6276 per EUR

For employees in Belgium	2024	2023
Present value of pension earning for the year	3 953	3 817
Interest cost of pension commitment	3 488	3 134
Return on pension funds	(2 977)	(2 543)
Recorded estimate loss/(gain)	(2 630)	(12 669)
<b>Net pension expenses/(gain)</b>	<b>1 835</b>	<b>(8 262)</b>

Amounts in NOK 1 000, converted at the closing exchange rate of 11.795 per EUR

Funded	2024	2023
Earned pension commitments	108 443	89 997
Pension funds (at fair value)	(96 306)	(80 641)
<b>Net pension commitments</b>	<b>12 137</b>	<b>9 355</b>

These arrangements apply to all the company's employees in Belgium.

Economic assumptions	2024	2023
Discount rate	3.32% / 3.44%	3.61% / 3.71%
Inflation	2.02 %	2.10 %
Expected pay growth	2.00 %	2.00 %
Expected adjustment to current pensions	2.10 %	2.10 %

Actuarial assumptions for demographic factors and natural wastage are based on assumptions normally applied in the insurance industry.

**Pension arrangements for employees in France**

Employees in France have defined contribution pension plans which comply with local requirements.

**Pension arrangements for employees in the UK**

Employees in the UK have defined contribution pension plans which comply with local requirements.

**Pension arrangements for employees in Germany**

Employees in Germany have various defined benefit pension plans.

Amounts in NOK 1 000 converted at an average exchange rate 11.6276 per EUR

For employees in Germany	2024	2023
Present value of pension earning for the year	10 423	10 280
Interest cost of pension commitment	13 122	12 942
Recorded estimate loss/(gain)	36 985	(23 279)
<b>Net pension expenses/(gain)</b>	<b>60 530</b>	<b>(57)</b>

Amounts in NOK 1 000 converted at the closing exchange rate 11.795 per EUR

Funded	2024	2023
Earned pension commitments	373 206	305 760
Pension funds (at fair value)	(349 329)	(318 839)
<b>Net pension commitments</b>	<b>23 876</b>	<b>(13 079)</b>

These arrangements apply to all the company's employees in Germany.

Economic assumptions	2024	2023
Discount rate	3.65 %	4.20 %
Expected return on pension funds	0.00 %	0.00 %
Expected pay growth	3.30 %	3.30 %
Expected adjustment to current pensions	1.80 %	1.80 %

Actuarial assumptions for demographic factors and natural wastage are based on assumptions normally applied in the insurance industry.

**Note 8.**  
Related parties

Equinor ASA and Gassco AS share a common owner in the Ministry of Energy, and are thereby related parties. Gassco AS purchased goods/services worth NOK 12 505 million, including VAT, in 2024 (2023: NOK 10 494 million), related to various TSP and third-party assignments. NOK 17.379 million (2023: NOK 17 094 million) was invoiced net as services sold (including tariffs) to Equinor ASA/Equinor Energy AS. The net balance with Equinor was NOK -49 million as of 31 December 2024 (2023: NOK -820 million). This figure also includes tariffs invoiced on behalf of the owners of the various joint ventures which are not recorded in the Gassco AS balance sheet.

**Note 9.**  
Tax deductions, fixed bank deposits and withdrawal rights

Bank deposits, cash and equivalents include NOK 21 312 410 in tied tax withholdings. Gassco AS holds a withdrawal right of up to NOK 200 000 000. This right has not been utilised as of 31 December 2024.

**Note 10.**  
Share capital and shareholder information

The share capital of the company at 31 December 2024 comprised the following:

	Number	Nominal value	Book value
Share capital	10 000	1 000	10 000 000

**Ownership structure**

	Shares
The Norwegian government, represented by the Ministry of Energy	10 000

**Note 11.**  
Equity

Amounts in NOK 1 000	Share capital	Other equity	Total equity
Equity at 1 Jan 2024	10 000	5 248	15 248
<b>Year's change in equity:</b>			
Profit for the year		-	-
<b>Equity at 31 December 2024</b>	<b>10 000</b>	<b>5 248</b>	<b>15 248</b>

**Note 12.**  
Guarantees

The company has furnished bank guarantees in the amount of EUR 500 000 to the Belgian authorities relating to Belgian VAT and GBP 400 000 to the UK authorities related to Langed, and a statutory bank guarantee in the amount of EUR 230 000 related to ATZ pensioners in Germany.

## Auditor's report



Til generalforsamlingen i Gassco AS

### Uavhengig revisors beretning

#### Konklusjon

Vi har revidert årsregnskapet for Gassco AS som består av balanse per 31. desember 2024, resultatregnskap og kontantstrømoppstilling for regnskapsåret avsluttet per denne datoen og noter til årsregnskapet, herunder et sammendrag av viktige regnskapsprinsipper.

Etter vår mening oppfyller årsregnskapet gjeldende lovkrav, og gir årsregnskapet et rettviseende bilde av selskapets finansielle stilling per 31. desember 2024, og av dets resultater og kontantstrømmer for regnskapsåret avsluttet per denne datoen i samsvar med regnskapslovens regler og god regnskapsskikk i Norge.

#### Grunnlag for konklusjonen

Vi har gjennomført revisjonen i samsvar med International Standards on Auditing (ISA-ene). Våre oppgaver og plikter i henhold til disse standardene er beskrevet nedenfor under *Revisors oppgaver og plikter ved revisjonen av årsregnskapet*. Vi er uavhengige av selskapet i samsvar med kravene i relevante lover og forskrifter i Norge og International Code of Ethics for Professional Accountants (inkludert internasjonale uavhengighetsstandarder) utstedt av International Ethics Standards Board for Accountants (IESBA-reglene), og vi har overholdt våre øvrige etiske forpliktelser i samsvar med disse kravene. Innhentet revisjonsbevis er etter vår vurdering tilstrekkelig og hensiktsmessig som grunnlag for vår konklusjon.

#### Øvrig informasjon

Styret og daglig leder (ledelsen) er ansvarlige for informasjonen i årsberetningen og annen øvrig informasjon som er publisert sammen med årsregnskapet. Øvrig informasjon omfatter informasjon i årsrapporten bortsett fra årsregnskapet og den tilhørende revisjonsberetningen. Vår konklusjon om årsregnskapet ovenfor dekker verken informasjonen i årsberetningen eller annen øvrig informasjon.

I forbindelse med revisjonen av årsregnskapet er det vår oppgave å lese årsberetningen og annen øvrig informasjon. Formålet er å vurdere hvorvidt det foreligger vesentlig inkonsistens mellom årsberetningen, annen øvrig informasjon og årsregnskapet og den kunnskap vi har opparbeidet oss under revisjonen av årsregnskapet, eller hvorvidt informasjon i årsberetningen og annen øvrig informasjon ellers fremstår som vesentlig feil. Vi har plikt til å rapportere dersom årsberetningen eller annen øvrig informasjon fremstår som vesentlig feil. Vi har ingenting å rapportere i så henseende.

Basert på kunnskapen vi har opparbeidet oss i revisjonen, mener vi at årsberetningen

- er konsistent med årsregnskapet og
- inneholder de opplysninger som skal gis i henhold til gjeldende lovkrav.

#### Ledelsens ansvar for årsregnskapet

Ledelsen er ansvarlig for å utarbeide årsregnskapet og for at det gir et rettviseende bilde i samsvar med regnskapslovens regler og god regnskapsskikk i Norge. Ledelsen er også ansvarlig for slik internkontroll som den finner nødvendig for å kunne utarbeide et årsregnskap som ikke inneholder vesentlig feilinformasjon, verken som følge av misligheter eller utilsiktede feil.

Ved utarbeidelsen av årsregnskapet må ledelsen ta standpunkt til selskapets evne til fortsatt drift og opplyse om forhold av betydning for fortsatt drift. Forutsetningen om fortsatt drift skal legges til grunn for årsregnskapet så lenge det ikke er sannsynlig at virksomheten vil bli avvirket.

PricewaterhouseCoopers AS, Kanalsletta 8, Postboks 8017, NO-4068 Stavanger  
T: 02316, org. no.: 987 009 713 MVA, [www.pwc.no](http://www.pwc.no)  
Statsautoriserte revisorer, medlemmer av Den norske Revisorforening og autorisert regnskapsførerselskap



#### Revisors oppgaver og plikter ved revisjonen av årsregnskapet

Vårt mål er å oppnå betryggende sikkerhet for at årsregnskapet som helhet ikke inneholder vesentlig feilinformasjon, verken som følge av mistligheter eller utilsiktede feil, og å avgi en revisjonsberetning som inneholder vår konklusjon. Betyggende sikkerhet er en høy grad av sikkerhet, men ingen garanti for at en revisjon utført i samsvar med ISA-ene, alltid vil avdekke vesentlig feilinformasjon. Feilinformasjon kan oppstå som følge av misligheter eller utilsiktede feil. Feilinformasjon er å anse som vesentlig dersom den enkeltvis eller samlet med rimelighet kan forventes å påvirke de økonomiske beslutningene som brukerne foretar på grunnlag av årsregnskapet. For videre beskrivelse av revisors oppgaver og plikter vises det til: <https://revisorforeningen.no/revisjonsberetninger/>

Stavanger, 10. april 2025  
PricewaterhouseCoopers AS

Gunnar Slettebø  
Statsautorisert revisor

