



Position Specification

Navajo Nation Oil & Gas Co.
Chief Executive Officer

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Our Client

The Navajo Nation Oil and Gas Company ("NNOGC") is a federally chartered oil and gas company wholly owned by the Navajo Nation.

NNOGC's strengths are exploration and discovery, development production, midstream business, and downstream business – all supported by leading-edge technology. Today, the energy NNOGC produces keeps America moving and helps drive the American economy. In addition, NNOGC makes significant financial contributions to the Navajo Nation, provides goods and services in remote areas, and provides Navajo career opportunities.

NNOGC has up to 50 employees with headquarters in St. Michaels, Arizona (Navajo Nation) and operations in New Mexico and Utah. NNOGC's oil and natural gas interests include a non-operated working interest in the Aneth CO2 flood and operated interests in the Tohonadla and Desert Creek fields and the Rim project areas. The Company's midstream business unit operates the Running Horse Pipeline in southeast Utah and northwest New Mexico. The downstream business unit operates gas stations and convenience stores in the Navajo Nation under the Navajo Petroleum, "76" and Chevron brands. NNOGC is adding projects to its oil and gas upstream business, working to develop helium operations on and off the Navajo Nation, plus seeking growth in C-store locations.

NNOGC was established as a federally chartered Section 17 Corporation under authority granted by the Navajo Nation Council and began operations in 1998. NNOGC and Partners contributed over \$30 MM in royalty in 2022, while annual taxes, scholarships, and rights-of-way payments exceeded \$1.5 million. Additionally, NNOGC has paid \$9 million in lease delay rental obligations over the past three years. Donations to various causes (Navajo Nation fair, Inauguration Events, COVID Relief, School Uniforms, Basketball Tournaments) have exceeded \$1 million over the past three years.

About the Navajo Nation:

The Navajo Nation (Nation) is a federally-recognized Indian tribal government with a territory covering 17.5 million acres in NE Arizona, SE Utah, and NW New Mexico. The Nation has the most extensive land base of any Indian tribe in the U.S., with a population of roughly 350,000. With land holdings underlain by vast energy and helium resources, the Navajo Nation is the sole shareholder of NNOGC. NNOGC must apply for leases through the Navajo Nations Minerals Department. Approved applications must pass legislation and be signed by the President before they are effective. NNOGC operations must strive to respect Navajo traditions and culture in all aspects of its operations. While many of the current projects are on the Navajo Nation reservation, NNOGC's charter allows it to develop projects on and off Navajo lands.

E&P Operations:

Greater Aneth: Located in south-eastern Utah, Aneth is the largest producing oil field in the State of Utah, with current gross production of approximately 10,000 bbls of oil per day. The field is a significant CO²-enhanced oil recovery project operated by Denver-based Elk Exploration with a 65% working interest, and NNOGC has the remaining 35% working interest.

Tohonadla ("Toho"): About 20 miles south of Bluff, Utah, NNOGC operates 125 barrels of oil daily from nine wells. NNOGC focuses on optimizing production and minimizing cost. They continue the field's development, including an NGL recovery study while assessing Tohonadla's waterflood potential. Furthermore, E&P will analyze and reprocess 3D seismic data to evaluate the growth potential.

Desert Creek: Just south of Aneth, NNOGC operates the Desert Creek field. NNOGC has recently drilled and completed four wells based on 3-D seismic. The wells are on test, with very encouraging results. NNOGC's Exploration and Production are optimizing production, evaluating reserves, and reviewing seismic.

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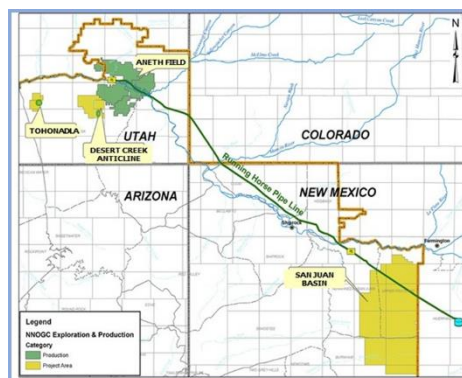
RIM: NNOGC operates 16 wells that border the Greater Aneth Field. These wells produce an average of 83 barrels of oil per day. NNOGC's Exploration and Production focus on reservoir management and minimizing cost.

Other: The Navajo Nation is underlain by high concentrations of helium. With the currently high helium prices, the development of this resource could be meaningful. NNOGC is working with the Navajo Nation to assess the best way to develop helium resources. While NNOGC continues to work with the Navajo Nation, it has also assembled helium exploration leases outside the Navajo Nation. NNOGC has also implemented a plan to restore and remediate abandoned locations and orphaned wells.

Running Horse Pipeline:

The Running Horse Pipeline gathers and transports crude oil from the Greater Aneth and adjacent fields. The system consists of three 80,000 barrel tanks, 87 miles of 16 mainline, and 38 miles of gathering lines within the Greater Aneth Field. The current throughput capacity is 25,200 bbls/day.

Additionally, Running Horse Pipeline has a crude oil truck loading facility at the terminus of the pipeline which provides an optional method of transporting oil from the Four Corners area to alternative competing markets where higher sales prices may be realized.



Navajo Petroleum / Downstream Operations:

Navajo Petroleum began on a journey in 1996 with the acquisition of locations in Window Rock and Kayenta, AZ. With great success, the range of expansion followed with locations in Chinle, Tohatchi, Blue Gap, and Tse Bonito. With the patronage of the Navajo people for over a decade, Navajo Petroleum is honored to be a site that is visited and owned by the Navajo Nation.

These stations serve an important social function, supporting communities as destination sites for necessities. We provide quality fuel at competitive rates. We strive to meet the standards of every customer visiting each of our locations. We have a deli and a chicken program that aims to please the palate of the Navajo people. The stores each have monthly promotions that offer the best deals

For more information, please visit: <http://nnogc.com>

The Role

Reporting to the Board of Directors, the Chief Executive Officer ("CEO") will serve as the Company's senior officer and be responsible for all business aspects of the company. These responsibilities include full P&L, technical/operational responsibility, and all related decisions for three integrated business units: Upstream E&P, Midstream (Running Horse Pipeline), and Downstream (Navajo Petroleum), including retail convenience stores.

The CEO will also collaborate with the board to define and implement a growth strategy for the Company, which will occur alongside a thorough portfolio assessment, including developing current leases and pursuing new investment opportunities for the organization. The successful candidate will move the Company towards disciplined capital allocation practices focusing on value and profitability improvement. The CEO will also work with the organization and stakeholders to build a solid, collaborative and respectful culture that represents the values of the Navajo Nation and its people.

The CEO will deliver "best-in-class" business performance and oversee an executive team to achieve and sustain industry-leading results in production growth, optimization, drilling & completions, operating costs, new business growth opportunities, and other measurable operating indicators.

Through personal actions, relationship development, and organizational leadership, this individual will reinforce a culture that values transparency, mutual respect, innovation, operational excellence, open communication, teamwork, and employee development.

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NNOGC's primary strategy is focused on organic growth and diversification of its oil, gas, and helium assets. Efforts will focus on maximizing value from existing assets and developing a project portfolio either on or off Navajo lands. **Opportunistic acquisitions** will be evaluated as needed, with potential opportunities in other US onshore basins. Some efforts are expected to involve Joint Venture partners and new financing.

Key Accountabilities:

- Creating and maximizing value for the Navajo Nation.
- Uniquely capable of running and leading capital-intensive portfolios.
- Demonstrated ability to execute based on strong independent thinking skills and managing ambiguity.
- A highly motivated leader who understands and translates current market challenges and volatility to short- and long-term business plans.
- Developing and gaining Board approval for the Company's strategic plan.
- Providing leadership and business judgment in developing and executing plans to grow the business, including initiating, reviewing, and directing growth opportunities such as existing helium opportunities, M&A, joint ventures, and/or alliance opportunities.
- Maintaining an environment that ensures adequate financial control and reporting processes, procedures, and systems.
- Leading, improving, and maintaining best-in-class health, safety, and environmental program and performance.
- Obtaining a strong sense of the Navajo culture and related sensitivities to strengthen relations with the Navajo Nation and all other stakeholders.
- Leading a culture that values integrity and ethics, ensuring rigorous compliance with all applicable business practices, laws, and regulations.
- Leading the Company's external relations with government, regulators, industry associations, business partners, financial analysts/institutions, employees, and the public.
- Communicating regularly with and keeping the entire Board of Directors informed on all matters that may be important to the Company, including recommending any senior managers' appointments and nominations (including retirements and discharges).
- Build, lead, and retain outstanding teams to lead the organization and establish and maintain the culture and values across the entire Company.
- Proactively managing the Company's human capital, including assessing, developing, recruiting, and retaining key talent.
- Developing organization strength with succession planning, developing employee career plans, and increasing Navajo employment.

Candidate Profile

The successful candidate must have high personal credibility, enthusiasm, and energy to execute a well-thought-out strategy. This individual must have a strong sense of oil & gas markets and their impact on NNOGC. A player/coach leadership style and proven general management skills are essential. The successful candidate must be intellectually bright, technically savvy, well-networked, and respected in the energy industry.

The successful candidate will possess sound character, integrity, discipline, a positive reputation, executive presence, a balanced ego, and sound business judgment. They will be a culture carrier for the organization and embody, lead, and cultivate the desired NNOGC culture while maintaining key aspects of the existing culture.

Minimum Requirements to be considered for the role:

- Skilled diplomatic presence, with Navajo cultural and social awareness, to successfully serve the company with interface at a high visibility level with top Navajo Nation officials in the Navajo Nation Council, Office of the President and Vice President, Minerals Division, Department of Justice, Bureau of Indian Affairs and Bureau of Land Management officials, local level interface with Chapter House officials, Grazing Permittees and others affected by company operations, as well as the ability to be able to engage constructively with community interests who may not be necessarily supportive of oil and gas related businesses.
- Strong cultural fit with the Navajo Nation and surrounding community with the ability to be culturally sensitive and astute, communicate respectfully, effectively, and persuasively with individuals at all levels of the organization.
- Willing to learn and respect Navajo culture and customs while having the maturity and understanding to successfully interact with the Tribal Council and other Navajo Nation stakeholders.
- “Servant type” leadership skills who leads by example that encourage respectful creative thought, collaboration, accountability, timeliness, and ultimately new opportunities to create value.
- Experience working in a culture of openness; demonstrates an authentic, caring, and selfless leadership style with the ability to communicate transparently and respectfully to develop and build relationships.
- 20+ years of upstream oil & gas experience with experience in technical functions such as production engineering, geosciences, reservoir engineering, and drilling & completions activities, including knowledge of operations in unconventional reservoirs.
- Previous experience leading and developing oil & gas capital drilling programs of similar scale in other onshore US basins.
- Strong knowledge of oil & gas economics, strategic planning, and experience building and executing large-scale, multi-million dollar capital expenditure programs.
- Experience in the financial / banking/capital markets community with the ability to raise additional growth capital for the organization and well-networked in the financial sector, and regularly network with current and potential capital providers.
- Demonstrated track record as a company-builder.
- An extensive and active network of E&P business development professionals, including energy investment bankers, property brokers, and private equity capital providers.
- Proven ability to develop organizational strength by increasing employee engagement, recruiting top talent, build a sustainable, diverse team, and implementing employee training and succession planning.
- Bachelor's degree in a relevant field such as Engineering, Geology, or Business.
- Ability to be present in Window Rock and in other company locations of operations or targeted areas of expansion, to maintain significant visibility to employees and stakeholders.

In addition to the above, the following experiences will be highly valued and desired:

- Other relevant energy sectors experience such as midstream or downstream operations.
- Previous experience working at the executive level of an organization, including the C-Suite.
- Proven track record of leading a large staff of professionals while seeking to provide a compelling vision and understanding to empower the workforce to deliver on the expected outcomes.
- Significant leadership experience in identifying new business opportunities such as acquisitions, joint ventures, partnerships, and/or other growth-oriented opportunities based on technical expertise and financial capability.
- Experience in creating a performance-based culture that effectively leverages the contributions of a cross-functional leadership team and organization.

- In terms of personal characteristics, this individual will have unquestionable integrity, confidence, strong interpersonal and teaming skills, high energy level and ambition, and a personal commitment to operational and development excellence in-line with Navajo Nation values.
- Demonstrated passion for hiring top talent, developing others, and building a successful organization through advanced succession planning.
- Successful experience developing and implementing ESG programs.
- An advanced degree such as a Master's in a technical field (Engineering, Geology) or Business (MBA).

In terms of the performance and personal competencies required for the position, we would highlight the following:

Setting Strategy

- Ability to collaborate with board and executive team to define growth strategy and vision of success. CEO must develop a business plan and budget for implementation.
- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from various sources to support decisions and align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization can handle to create achievable and successful and achievable goals and implementation plans.

Executing for Results

- The ability to set and deliver on clear strategic goals while committing the organization to improved performance; tenacious and accountable in achieving results.
- Comfortable with ambiguity and uncertainty; adapt nimbly and lead through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; takes well-considered risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions, the ability to act transparently and consistently while always considering what is best for the organization.

Leading/Developing Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; is widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards commands respect from followers.
- A leader who is self-reflective, aware of their limitations, open to feedback and self-improvement, leads by example.

Relationships and Influence

- Naturally connects and builds strong relationships with stakeholders, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active ambition.
- Encourages others to share the spotlight and visibly celebrates and supports the team's success.
- Creates a sense of purpose/meaning for the team that generates followership beyond their personality and engages others to the greater purpose for the organization as a whole.

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Modelling Sustainability

- Firmly believes sustainability and profit are in the organization's best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands/incorporates viewpoints from key stakeholders to achieve decision-making and share benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets audacious business and sustainability goals, modelling concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.

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