Environmental, Social and Governance Standards

2022 ESG Report

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CEO and Chair of Governance, Nominating and ESG Committee Message

'Kaizen' is a compound Japanese word translating to "good change" or continuous improvement. NOG has embraced these concepts in the way we execute our business and has extended it to our environmental, social and governance (ESG) initiatives. We are pleased to share our second annual ESG report, which includes enhanced disclosures, increased data and augmented internal policies and procedures reflecting the growing scale of our business.

As part of our corporate philosophy of continuous improvement, we are disclosing not only what we have done so far but our near-term goals including: a 75% reduction in Scope 1 and Scope 2 net emissions by 2025 from the 2022 baseline year and our ESG operator engagement framework. Reducing our Scope 1 and Scope 2 emissions is under our direct control, but another area of focus is the evaluation process for the operators we invest in, identifying and partnering with those that share in our philosophy of Kaizen as it pertains to reducing emissions and environmental impact. Included in our more robust ESG operator engagement framework is an emphasis on the reduction of methane emissions. According to the U.S. Environmental Protection Agency (EPA), "CH_4 methane is more efficient at trapping radiation than CO_2. Pound for pound, the comparative impact of CH_4 is 28 times greater than CO_2 over a 100-year period."[1] We look forward to working with our partners on these objectives.

We are incredibly proud of our work here at NOG as a knowledgeable, responsible and reliable non-operating energy capital partner. We help produce hydrocarbons that contribute to improving human lives. Hydrocarbons heat and cool homes and businesses, enable efficient transport, support our food supply, and are inputs to products, from medical necessities to everyday consumer products like shampoo.

Many of these products would neither be as affordable or accessible without hydrocarbons. Additionally, we provide incredible value for the communities where we have properties through the payment of royalties, production taxes and other fees. In 2022 alone, NOG paid impact fees and direct taxes of over $160 million in the states in which we own assets. These taxes and fees help fund education, infrastructure and critical health care needs for those states. In the state of New Mexico, where we owned approximately 11,000 net acres of land at the end of 2022, oil and gas taxes fund nearly half of the state's entire annual budget. In 2020, a portion of New Mexico's oil and gas tax revenue created and provides continuing support for the Early Childhood Trust Fund, which invests in health and education for toddlers.

We would be remiss if we didn't acknowledge the impact of our products. When combusted, oil and gas pollute and release carbon emitting greenhouse gases (GHG). They have been linked to climate change and in certain cases, the pollution from our products has caused harm to human health. There have also been serious accidents, spills and environmental damage caused by human error and poor practices by operators. Despite these issues, as hydrocarbon usage has grown, lifespans have also grown significantly over the last century.

Unfortunately, some public discourse has too heavily focused on the negative impact, without appropriately weighing the positive externalities of our products which are a critical input to human welfare. Energy access and energy poverty are policy considerations hindering global development. As of 2019, 750 million people globally lacked reliable access to electricity according to the World Economic Forum and billions lack access to clean cooking, lowering life expectancy for the world's most vulnerable. Indeed, a UN Sustainable development goal is to ensure universal access to affordable, reliable modern energy by 2030. Additionally, as more countries develop and modernize, their populations will demand additional access to affordable, reliable energy in order to continue to elevate their living standards. Even in the U.S., the wealthiest country in the world as measured by GDP, the Energy Information Agency (EIA) says that 27% of households had difficulty meeting their energy needs in 2020[2] and energy costs to consumers have only risen since then.

During the Russian-Ukrainian war, Europe lost over 20% gas supply creating demand destruction in both Europe and parts of south Asia, including material industrial curtailment due to lack of affordability.[3]

Today, the United States is the world's largest producer of natural gas and crude oil. Every day Americans can enjoy the incredible bounty of affordability, tax revenue, jobs and geopolitical stability and security provided by our own industry, not to mention the benefits we enjoy from the actual end use products. Energy security and affordability are critical. Indeed, 55% of the American population enjoys the comfort of a dwelling heated every day by natural gas, home heating oil or propane extracted, refined, transported and taxed in the U.S.[4] Additionally, approximately 40% of the U.S. power generation is fueled by natural gas. Even as renewable energy expands as a source of power, natural gas capacity provides critical network reliability support to stabilize the power grid.

While hydrocarbons are a necessity for modern life, we believe they must be used and extracted as responsibly as possible. As you will see in the data presented, the extraction of our products at the wellhead represents just 3% of the total Scope 3 emissions from our products; the use and combustion of those products by all of us, the end users, generates 80% of Scope 3 emissions and downstream processing and distribution comprises the remaining 17%. We believe that our industry has a responsibility to advance pathways to reduce harmful emissions during the extraction and processing of hydrocarbons. Whether it be when we're in need of sanitary, disposable products in the hospital, turning up the heat on a cold winter's night, or turning on the air conditioner when it's hot, the world and the United States are in a far better place today from a life expectancy and quality of life perspective than a century ago thanks in part to affordable access to hydrocarbons.

We are proud of our role as an energy company: where we help provide affordable and reliable energy while also providing meaningful tax revenue and jobs across U.S. communities. We are proud that these products have powered humankind forward for over one hundred years and we expect long into the future. We look forward to continuing our mission: investing capital for attractive risk adjusted returns and supporting our operating partners with continuous environmental, social and governance improvements.

Nicholas O'Grady
CEO

Jennifer Pomerantz
Chair of Governance, Nominating and ESG Committee

1. Overview of Greenhouse Gases | US EPA.
2. In 2020, 27% of U.S. households had difficulty meeting their energy needs — U.S. Energy Information Administration (EIA).
3. 2021–2023 Russian total pipeline loss relative to total European base demand 2021 IEA.
4. Today in Energy, U.S. EIA.

2022 ESG Report Highlights

CLIMATE RISK ASSESSMENT RESULTS

A majority of wellhead sites are exposed to physical climate-related risks — specifically cold wave (91% of wellhead sites), tornado (73%) and wildfire (35%). Our most relevant transition risk is legal hurdles to exploration and production activities, increasing the associated costs of our business.

TOTAL PRODUCTION

27,561,596

BOE

ROYALTIES GENERATED FROM OUR SHARE OF DEVELOPMENT ACTIVITIES

$350+ million

For mineral owners, including landowners and native communities

PRODUCTION TAXES AND IMPACT FEES PAID TO COMMUNITIES WHERE WE OPERATE

$160+ million

BASELINE GHG EMISSIONS INVENTORY

SCOPE 1 EMISSIONS

8.3

MT CO_2e

SCOPE 2 EMISSIONS

175.0

Location-based MT CO_2e

SCOPE 2 EMISSIONS

180.7

Market-based MT CO_2e

SCOPE 3 EMISSIONS

97%

Downstream processing, distribution and use of sold product

SCOPE 3 EMISSIONS

3%

Wellhead emissions and on-site energy use

The Energy Transformation: Accessible and Responsible

Energy is fundamental to human lives, the economy and national security. In the last 20 years energy production has gone through a historic transformation, which has shifted global production power from overseas to underfoot. Northern Oil and Gas, Inc. (NYSE: NOG) has been a participant in this transformation, investing in some of the highest producing oil and gas properties in the United States (U.S.).

Since NOG's inception in 2006, the U.S. has changed from a net importer to a net exporter of refined oil products and natural gas as shown by data from the International Energy Agency.[5] This has fundamentally changed the world of energy. Indeed, the "shale revolution" has reduced our dependence on both foreign oil and natural gas, strengthened our national security and bolstered the U.S. economy in general and the manufacturing sector in particular. Drilling and production innovation has materially reduced electric power and home heat bills as compared to international markets, while the power grid has reduced its carbon intensity per kilowatt-hour.

Despite this progress, the past decades have seen mounting scientific evidence of humans' role in changing the climate. A changing climate is not the only challenge that lies ahead. Last year, the world's population surpassed eight billion people with approximately 3.5 billion being part of the global middle class.[6] This growing "consumer class" will all desire the goods and services that reliable energy can provide. And for the half of the world living in relative poverty, affordable access to energy is a matter of life and death.

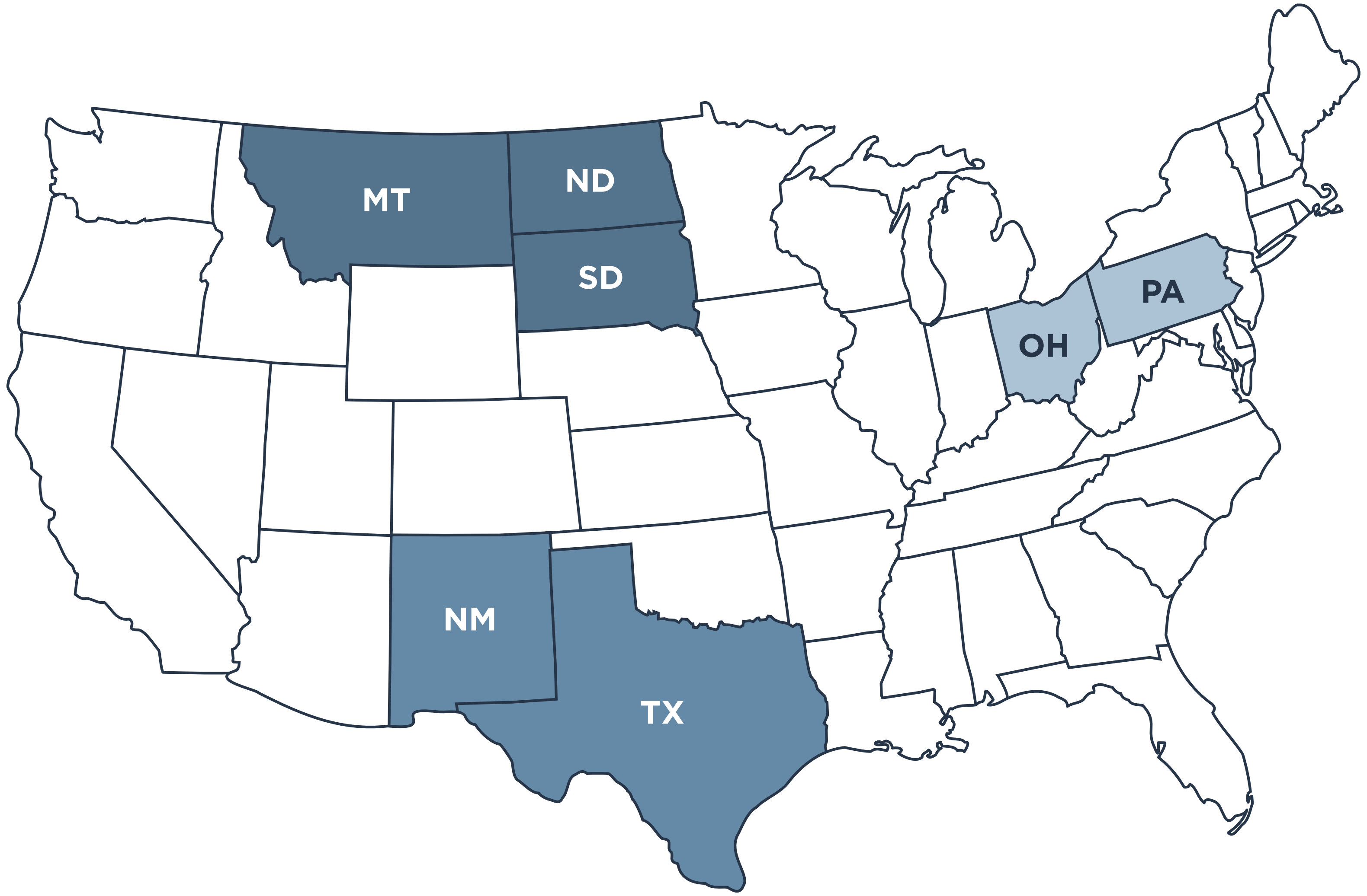
As we produce this report, we recognize the responsibilities and opportunities at this critical time in history when energy must increasingly be made accessible while also being produced, distributed and used responsibly. We take seriously our mission to provide industry leading returns for our shareholders and see environmental, social and governance (ESG) strategy and leadership as helping us fulfil this most important of duties.

5 Oil and Gas Methane Emissions and Methane Intensity of Production in Selected Countries 2022" | IEA

6 Golden Age for Business Every Second Five People are Entering the Global Middle Class | Brookings

About NOG

NOG is the largest publicly traded non-operated upstream energy asset owner in the United States that engages in the acquisition, exploration, development and production of oil and natural gas properties, primarily in the Williston, Permian and Appalachian basins. Our primary focus is investing in non-operated minority working and mineral interests in oil and gas properties in the United States.

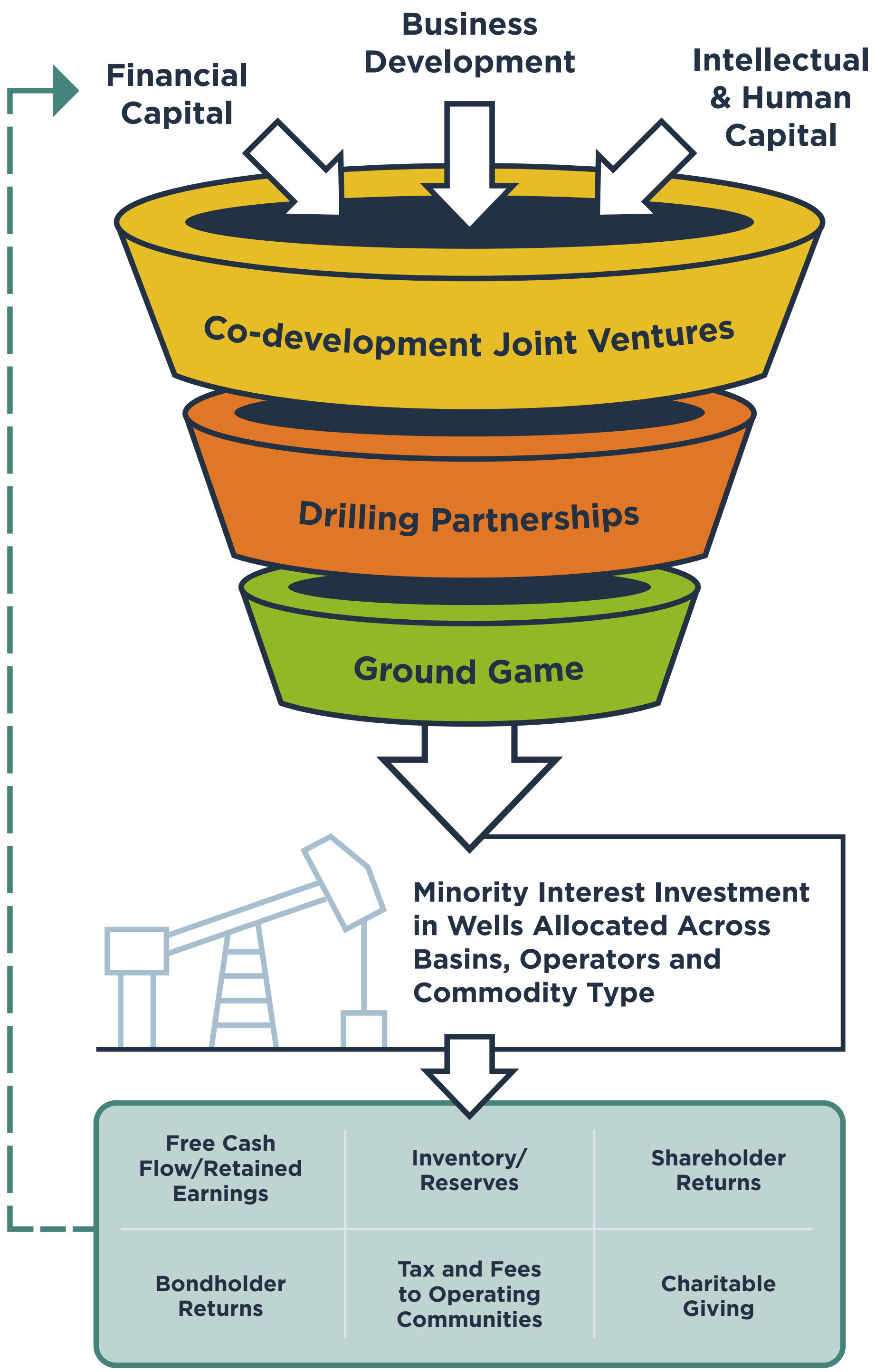


VISION

We aspire to be the non-operating partner and consolidator of choice to premier operators while helping to ensure that energy is being produced in an affordable, reliable and responsible manner.

MISSION

Our mission is to generate industry leading returns for our shareholders through the allocation of our capital to the production of affordable and reliable energy by investing and partnering with responsible oil and natural gas exploration and production companies.



Our Business

We have a unique business model which differentiates us from other participants in the oil and gas industry. From an ESG perspective, this distinction is very important as the effect we can have on well operations is limited to the influence we can exert as a minority investor. While we don't directly control operations, we generally have the right to choose whether or not to participate financially in the drilling of a well.

NOG is often compared with oil and gas companies that directly conduct exploration, drilling and well operations. NOG, however, doesn't have direct responsibility for well preparation or operation. Instead, we help fund projects by investing in non-operating working and mineral interests in oil and gas properties. This means we don't have direct operational control over the wells we invest in, especially since our working interest can often be less than 10 percent.

Our unique business model allows us to be highly diversified and manage risk over a wide range of properties and operators. We engage with approximately 100 experienced operating partners across three of the most productive oil and gas regions in the world. We got our start in the Williston Basin (North Dakota and Montana) and expanded in 2020 with several acquisitions in the Permian Basin (Texas and New Mexico). In 2021 and 2022, we accelerated our diversification through more significant acquisitions in the Appalachian Basin (Pennsylvania) and the Permian Basin.

Our business model includes investment in new and existing wells. For new wells, we diversify our investment exposure by selectively participating with geographically distributed, experienced operators. In addition to new wells, we actively pursue value enhancing acquisitions of existing producing properties, many with the potential for further development. Whether investing in new or existing operations, we actively target operators who have significant oil and gas operating experience and adherence to high ESG and regulatory standards.

We are a well-diversified, highly profitable energy company. As of the end of 2022:

- We had investments in over 258,000 net acres.
- Our financial investments count 8,672 gross wells and 799 net wells.
- Average working interest was 9.2% in each gross well.
- No single operator represented more than 20% of our oil and gas sales.

Benefits of NOG's Non-operated Model

EFFICIENT OPERATIONS ENHANCE RETURN PROFILE

- Peer leading cost structure and Return on Capital Employed (ROCE)[7]
- Scalable model with less than 40 employees
- Cash G&A — Adjusted[7] of $0.91 per Barrel of Oil Equivalent (BOE) in 2022
- Adjusted EBITDA of $33.9 million per employee in 2022[7]

LEVERAGING DATA AND EXPERIENCE

- Proprietary database, built from participation in over 10,000 wells[8]
- Performance and operational data collected across 3 basins and 2 commodities
- Seasoned engineering team, alumni of multiple industry majors

CAPITAL ALLOCATION FLEXIBILITY

- Ability to "cherry-pick" from ~100 operating partners across ~1MM gross acres in 3 basins[8]
- Superior flexibility to manage capital allocation and to do so quickly
- Costs limited to drilling, completion and acreage

NON-OP TAILWIND

- Capitalizing on industry strategy shift as operators focus on free cash flow generation instead of growth
- This has led to massive volume of non-op "Ground Game" opportunities
- NOG is uniquely positioned to help solve operator capital constraints

[7] ROCE, EBITDA and Cash G&A are non-GAAP financial measures. See Appendix for GAAP to Non-GAAP financial reconciliations.
[8] Data as of 12/31/23.

Performance & Risk Management

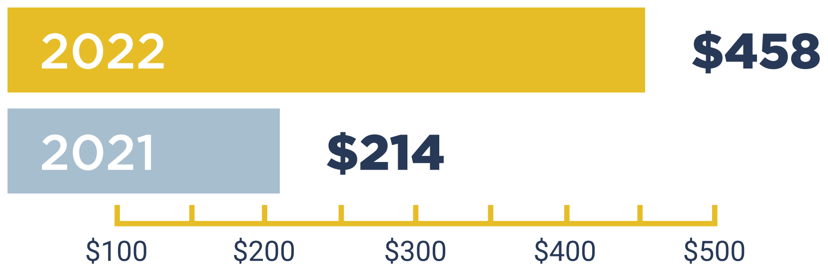
Our 2022 business performance reflects our robust investment approach which features thorough due diligence and risk management across a diversified portfolio.

Our 2022 business highlights include:

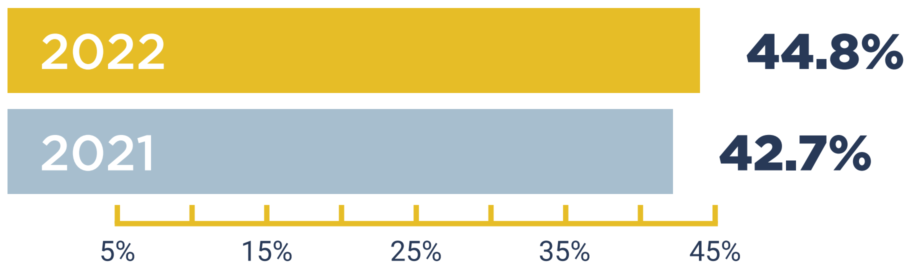
- Oil and natural gas sales of $1,985.8 million, a **104% increase** compared to 2021.
- Cash flows from operations of $928.4 million, a **134% increase** compared to 2021.
- Proved reserves of 330.8 million barrels of oil equivalent (MMBOE) at year-end, a **15% increase** compared to year-end 2021.
- Growth of our quarterly common stock dividend from $0.08 per share for the fourth quarter of 2021 to $0.30 per share for the fourth quarter of 2022.

In 2022, we meaningfully added to our scale and reserves through the completion of five large, accretive acquisitions totaling $975 million. Acquisition activity was a significant driver of our production growth from 64,155 BOE (barrels of oil equivalent) per day in the fourth quarter of 2021 to 78,854 BOE per day in the fourth quarter of 2022.

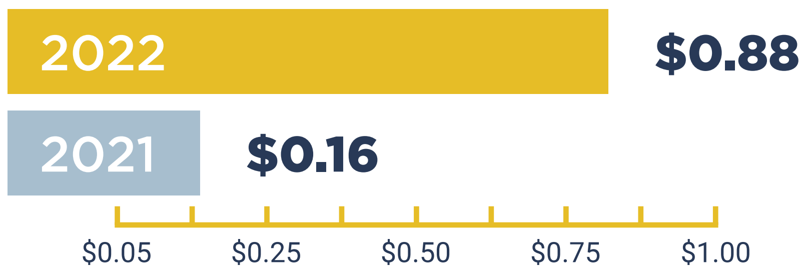
FREE CASH FLOW[9] ($ IN MILLIONS)



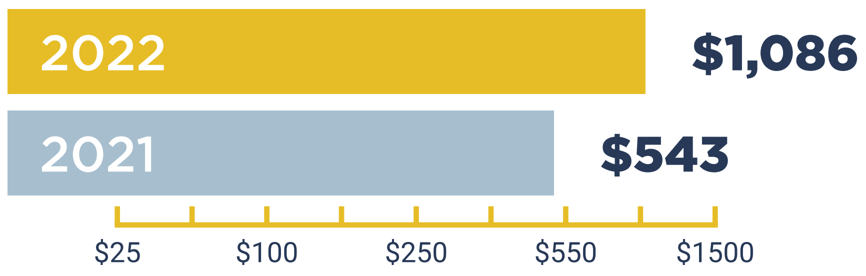
RETURN ON CAPITAL EMPLOYED (ROCE)[9]



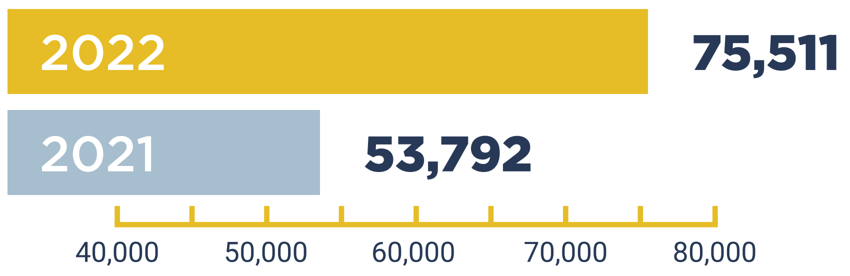
ANNUAL DIVIDEND PER SHARE



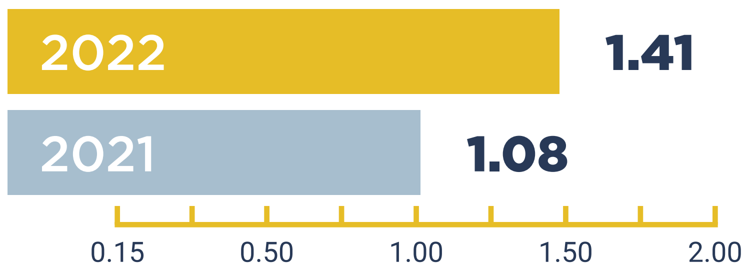
ADJUSTED EBITDA[9] ($ IN MILLIONS)



PRODUCTION BOE/DAY



NET DEBT/LQA ADJUSTED EBITDA[9]



[9] Free Cash Flow, Adjusted EBITDA and ROCE are non-GAAP financial measures. See Appendix for GAAP to Non-GAAP financial reconciliations.

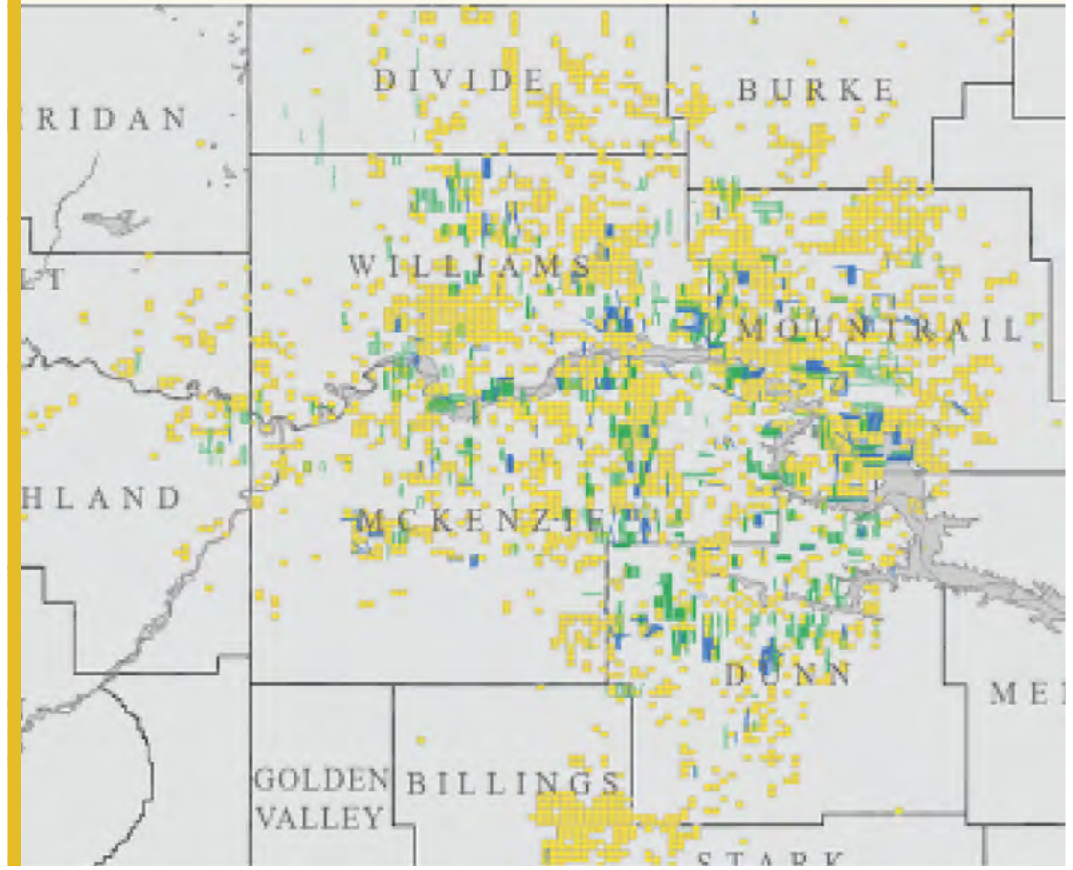
OUR PORTFOLIO

NOG's portfolio comprises 300,000 acres of high-quality, low break-even lands with over 10,000 wells. Diversified by basin and across commodity type, our wells are operated by over 100 public and private operators.

Key: NOG · Wells in progress · Wells completed 2021—2023

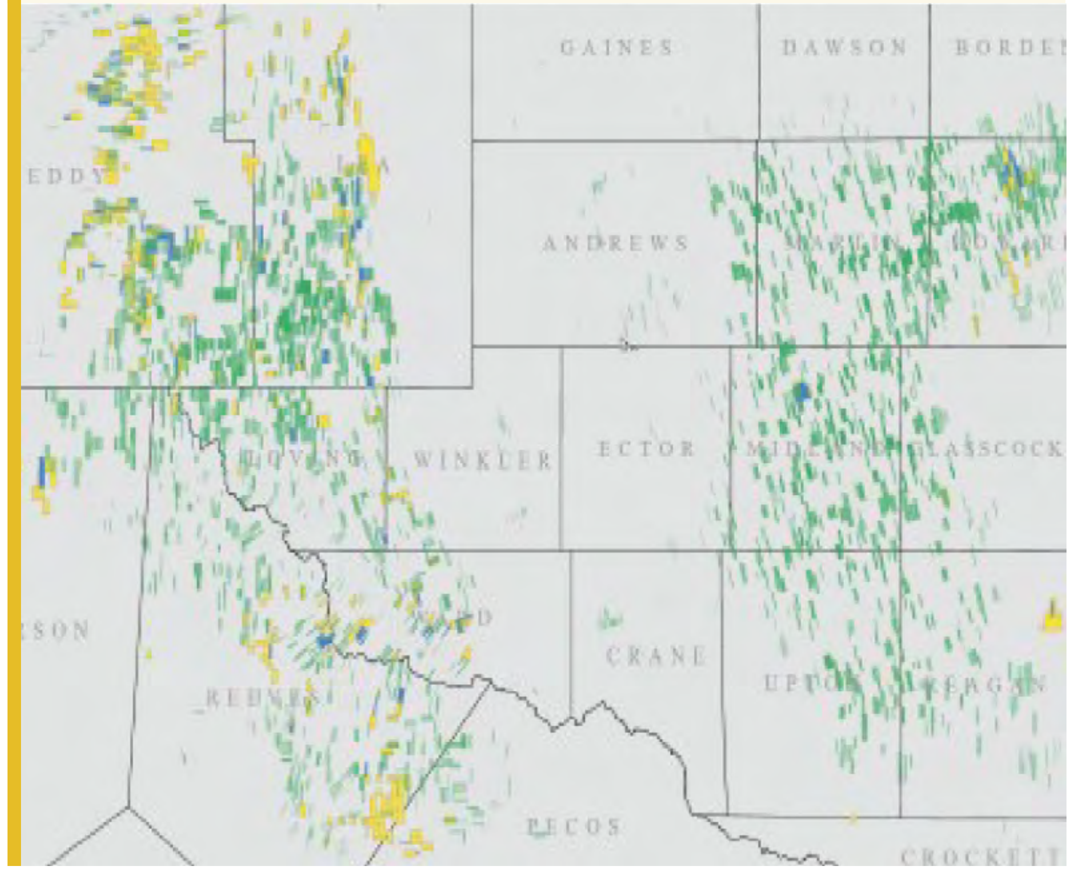
WILLISTON BASIN[10]

~180,640 net acres



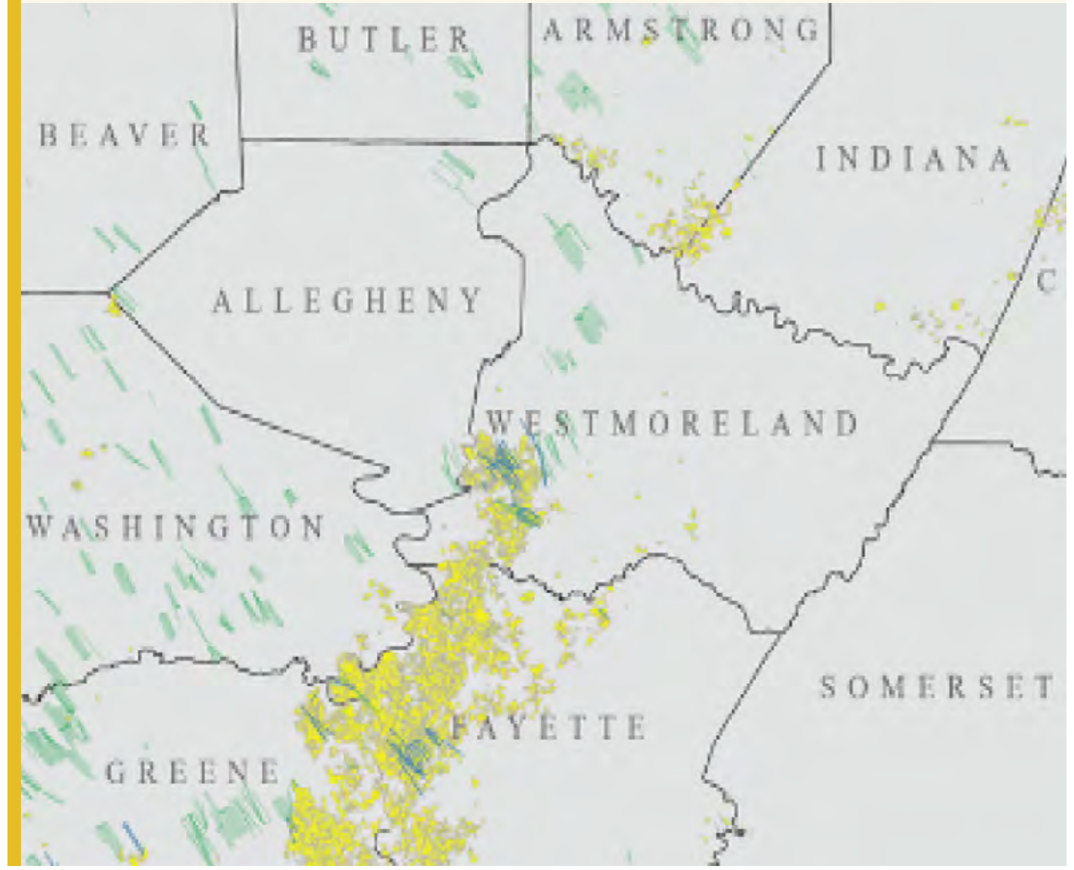
PERMIAN BASIN[10]

~36,600 net acres



APPALACHIAN BASIN[10]

~55,000 net acres



[10] Data as of 12/31/23.

GOVERNANCE

Corporate governance, and by extension ESG governance, starts with the Board of Directors (Board). The composition and practices of the board, along with its committee structure, are designed to ensure we adhere to the highest standards of business ethics and corporate responsibility.

We have adopted Corporate Governance Guidelines as a framework to guide the board in fulfilling its responsibilities. Our corporate governance structure translates to all business operations and is aimed at creating long-term sustainable value for all our stakeholders. This structure focuses on functioning with transparency, honest and integrity.

BOARD COMPOSITION AND PRACTICES

Our Board members are elected as independent directors each year by our stockholders to oversee management and to ensure stockholders' long-term interests are served. We utilize our Corporate Governance Guidelines to select and identify Board nominees with a broad consideration of diversity. We leverage these guidelines as a general framework to assist the Board in fulfilling its responsibility for the business and affairs of NOG. Thought diversity and deep experience are key characteristics of our Board members that enable us to grow within the ever-changing world of global energy markets.

In 2022, our Board added a new director and committed to internal initiatives to invest in and advance ESG performance in the coming year. Each year, our Board typically holds four regularly scheduled meetings, in addition to special meetings and actions taken by written consent. The committees of our Board hold additional meetings throughout the year both in executive session and with members of management. Our Board's executive committee and acquisition committee, in particular, meet on a frequent basis between regularly scheduled Board meetings to discuss financings, acquisitions and other significant matters affecting NOG.

Authority and Responsibilities of the Board

- Strategic Planning
- Merger and Acquisition Evaluation and Oversight
- Capital Planning, Allocation and Shareholder Returns
- Financing Strategy and Pricing
- Capital Markets
- Hedging Oversight
- Reporting and Compliance Systems
- Risk Oversight
- Disclosure Relationships
- Shareholder Engagement
- Corporate Culture
- Sustainability
- Compensation
- Management Succession Planning
- Board Evaluation
- Corporate Governance Document Review

NOG has an extensive investment evaluation process that uses data from thousands of wells and a combination of on-the-ground experts, stringent financial analysis, and Board level approval.

- The process utilizes NOG's comprehensive, proprietary database built from our participation in thousands of wells across our basins of operations. This database provides comparable data that informs the investment evaluation process.
- The engineering and land teams overlay real-time analytics to develop type curves — a graph that shows how much oil or gas a typical well in an area is expected to produce over time — and internal rate of return (IRR) profiles for opportunities.
- Opportunities are evaluated internally and benchmarked against stringent return hurdles.
- The diligence process incorporates a detailed review of the operator's track record, including environmental review for significant transactions; NOG will not proceed unless a satisfactory review is completed.
- A Board-level acquisition committee approves each significant investment on a go/no-go basis. The finance team determines the appropriate funding path and puts hedges in place to mitigate risk.

COMPENSATION

Our compensation program seeks to incentivize and reward our management for maximizing stockholder value and ensuring the long-term stability of NOG. The program also recognizes the varying responsibilities and contributions of each employee and is intended to foster an ownership mentality among our management team. In 2023, a discretionary portion of the annual cash bonus program for several members of our executive team was linked to qualitative goals that include an ESG-linked goal. In addition, our 2023 program included long-term incentive plan (LTIP) awards dependent on our absolute total shareholder return (TSR) over a three-year period, our relative TSR compared to our peer group over a three-year period, and compound equity value growth targets over a five-year period.

BOARD COMMITTEES

Our Board has several standing committees to help assist the board in fulfilling its oversight responsibilities. The following is a list of our committees with a high-level summary of each committee's responsibilities. Links to Charter documents available on our website are also provided here and on the following page.

- Acquisition Committee Charter: The purpose of the Acquisition Committee is to evaluate potential mergers, acquisitions or dispositions of assets. The committee can approve transactions up to a certain size, and for larger transaction evaluates and makes a recommendation to the Board. The members of this committee are selected by the Board, and they meet on an as-needed basis. The committee must consist of at least three members of the Board, and a majority must be independent.

CHARTER DOCUMENTS (CONTINUED)

- **Audit Committee Charter:** The purpose of the Audit Committee is to oversee our financial reporting, the independent audits of our financial statements, cybersecurity, legal and regulatory compliance, and our code of ethics, among other matters. The committee must consist of at least three independent members of the Board and at least one member must be an audit committee financial expert.
- **Compensation Committee Charter:** The Compensation Committee is in place to assist us in meeting stockholder expectations to ensure that the executive officers are compensated appropriately and in alignment with our philosophy and objectives. The committee helps support overall business strategy and objectives, attract and retain the best executives, promote using our pay-for-performance philosophy and that all compensation programs and practices are aligned with all laws and regulations. The committee must consist of at least three independent members of the Board.
- **Executive Committee Charter:** The Executive Committee has responsibilities that include reviewing material transactions outside the ordinary course of business, such as financings and shareholder returns, and oversight of corporate matters that are not delegated to other committees of the Board. Subject to certain exceptions, the committee may exercise all powers of the Board when the Board is not in session. The committee must consist of at least three members of the Board, and a majority must be independent.
- **Governance, Nominating and ESG Committee Charter:** The Governance, Nominating and ESG Committee has a number of responsibilities which include identifying and nominating new Board members, maintaining corporate governance guidelines for NOG and overseeing ESG matters. The committee must consist of at least three independent members of the Board and reports regularly to the Board regarding its discussions and actions.

RISK MANAGEMENT AND BUSINESS CONTINUITY

Our management is responsible for defining and monitoring the various risks we face by formulating risk management policies and procedures. In addition, the Board and various committees are deeply involved in risk management; for example, the acquisition committee evaluates all significant acquisitions and other transactions under their purview, which includes a review of operator-partner risks, engineering and development risks, and land-related risks as part of the oversight.

These are significant areas of focus as an energy investment business, and we tailor our evaluation and risk-management based on the nuances of being a non-operating participant in oil and gas projects.

In 2023, with oversight from the Audit Committee, we worked with our third-party internal audit team to complete an enterprise risk assessment, which we will use as we continue to refine our internal audit plan to address evolving risks to our business. We have a comprehensive Business Continuity and Disaster Recovery Program Policy to provide the framework for continued operations and recovery of the business following a disaster or business disruption. A key success factor of this program is the integration and coordination of activities among risk management disciplines, including Business Continuity, IT Disaster Recovery and Crisis Management.

This approach to program governance aligns response, continuity and recovery activities across NOG through a fostered commitment from our leadership to drive continued success through enhanced preparedness.

CLIMATE RISK

The changing climate is an evolving area of risk management for our business. Droughts, floods, forest fires and other forms of extreme weather pose what is referred to as “physical risk” by the Task Force for Climate-Related Financial Disclosures (TCFD): risk to an actual physical facility, its inputs and employees. Such events put invested dollars at risk in a variety of ways.

For example, establishing and operating wells can require large amounts of water, a requirement that can be hampered by persistent drought conditions, such as those we already see in the American West. TCFD breaks down physical risks into *acute* and *chronic*. Acute physical risks are event-driven and refer to natural disasters that happen at a moment in time. Chronic physical risks, on the other hand, emerge and worsen over time such as increasing temperatures or droughts.

Financial risk is not only derived from threats to physical facilities and employees, but from changing market conditions. This type of climate-related financial risk is what TCFD calls “transition risk”: risk that comes from changing regulations, consumer preferences and requirements of capital providers brought on by concerns about climate change and the transition to what TCFD calls a “low carbon economy.” TCFD organizes transition risks into four categories:

- **Policy and Legal Risks:** Climate policies and litigation aimed at mitigating or adapting to climate change pose financial and reputational risks.
- **Technology Risk:** Technological improvements that support the transition to a lower-carbon economy can disrupt existing systems and create winners and losers.
- **Market Risk:** Climate change can shift supply and demand for commodities, products and services as risks and opportunities are priced in.
- **Reputation Risk:** Customer and community perceptions about a company’s responsible behavior considering a changing climate.

CLIMATE RISK: FOCUS ON NOG'S PHYSICAL RISKS

Focusing on NOG's physical risks, we used 2022 data showing the geographic locations of our many wells to conduct a climate risk assessment based on guidance from the TCFD. This assessment evaluated climate risk exposure specific to the well facilities run by our operators, including research and assessment of physical and transition risks. This assessment can help inform our investment process, financial management of assets, and prepare us for future regulations pertaining to climate-related risks and helps us prioritize business decisions around our assets.

Our headquarters and wellhead sites were screened against the National Risk Index for Natural Hazards and the Water Risk Atlas to evaluate hazards associated with different physical risk events. Risk ratings for the various sites were obtained from the databases and normalized to a shared scale from one to nine. A shared scale allows for direct comparison of scores for different risk types and source data. Sites scoring six or above are considered at risk ("medium-level"), and sites with a score of nine are considered at high risk. Our headquarters office is in an overall low-risk area so the assessment focused on wellhead sites.

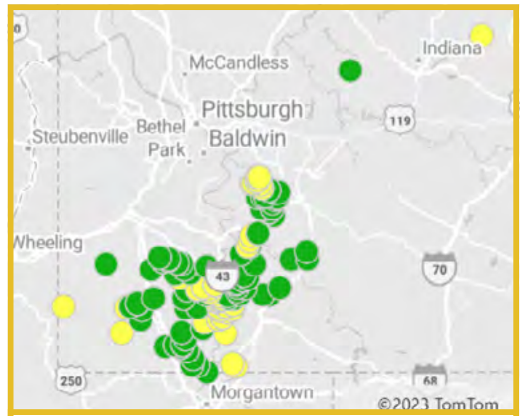
The primary findings of this assessment were that our most common and highest scoring risk exposure for the wells run by our operators is extreme weather, particularly cold wave, tornado, heat wave and wildfire:

- **Cold Wave:** the assessment found 91% of sites with high risk of cold wave, and an additional 5% of sites at medium-level risk. Impacts to NOG associated with cold wave include operational impacts from freeze-off events.
- **Tornado:** the assessment found 73% of sites with high risk of tornado, and an additional 19% of sites with medium-level risk. This is especially applicable to sites in the Williston Basin, North Dakota.
- **Heat Wave:** the assessment found very few sites at high risk of heat wave, but 63% of sites exposed at medium-level. The high risk is applicable in Montana, while the medium-level risks are associated with sites in New Mexico, Texas and North Dakota.
- **Wildfire:** the assessment found 35% of sites with high risk of wildfire, and an additional 59% at medium-level. Sites in the Williston and Permian basins are exposed, across all relevant states.

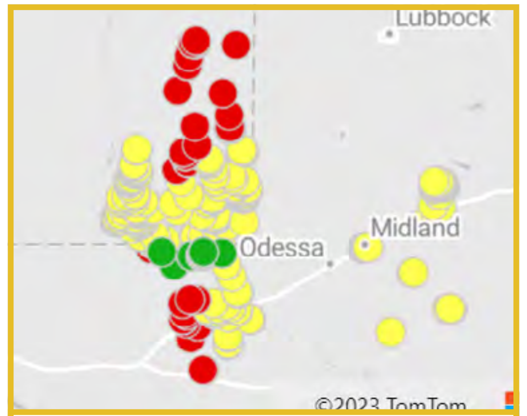
Impacts to NOG associated with tornado, heat wave, and wildfire are related to human health hazards, with possible work stoppages required to protect operators during these climate events.

The results of the physical climate risk assessment are visualized in an interactive dashboard, which we plan to use for the purposes of risk management moving forward. This will include regular updates to the dashboard to reflect new or developing wellhead activities.

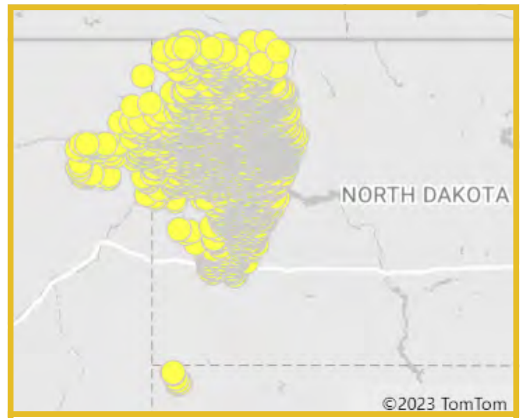
CLIMATE RISK DASHBOARD



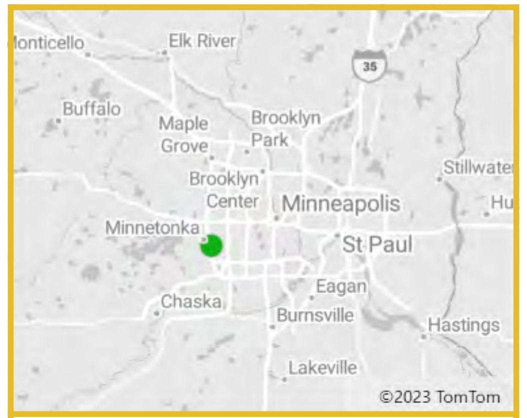
Marcellus Basin



Permian Basin



Williston Basin



Headquarters Office

CLIMATE RISK: FOCUS ON NOG'S TRANSITION RISKS

Climate policy, technological disruptions and societal shifts across the energy transition pose risks for those investing in oil and gas. As public attention and investor interest in a lower-carbon economy mount in the decades ahead, NOG will face a new set of risks and opportunities. This section details these intensifying regulatory, technological, market and reputational risks threatening revenues, costs, assets and license to operate.

Policy and Legal Risks

- Changing legislation increasing competition for federal/state leases while also raising remediation liability costs.
- Domestic activism constraining access to new drilling regions and mineral rights.
- Stranded asset risks as governments implement policies to meet Paris Agreement goals and restrict fossil fuel production, such as through caps, taxation, bans, and carbon trading regimes (e.g., the New Mexico Energy Transition Act).
- Methane regulations increasing production costs and constraints on venting and flaring.
- Carbon pricing programs, if adopted in states where we operate or in the U.S., could raise operating and compliance costs.
- Potential litigation over climate impacts or greenwashing allegations (see *Held v. Montana* case 2023).

Technology Risks

- Renewables, electric vehicles, hydrogen, battery storage and other developing technologies reaching cost parity quicker than expected, which could put pressure on oil and gas demand.

Market Risks

- Emissions trading systems and carbon pricing gaining adoption internationally and in certain U.S. states, could raise compliance costs.
- Stranded assets and unburnable reserves if climate policies strand high-cost production.
- Potential for reduced availability, higher cost of capital and insurance due to fossil fuel exposure.

Reputational Risks

- Divestment campaigns and shareholder activism pressuring companies over climate impacts.
- Loss of social license to operate assets in many communities.
- Talent recruitment challenges due to views on the oil and gas sector.

CLIMATE OPPORTUNITY

Climate change presents risks to mitigate — like those above — but also opportunities to explore. As a non-operating investor, NOG has identified industry-relevant climate opportunities, such as carbon capture via geologic sequestration, but to-date has not made any business commitments towards them. An eye toward climate risks and opportunities provides NOG with a more comprehensive view of its business and makes us an even more effective steward of financial and natural resources. Climate change is an evolving area of risk and opportunity to monitor and evaluate, which requires sound ESG oversight and governance.

ESG Oversight

Our Governance, Nominating and ESG Committee provides oversight of ESG reporting and related sustainability efforts.

The Committee meets regularly to evaluate ESG and sustainability matters at NOG in the context of overall business performance and governance. In addition to duties associated with identifying and selecting board members and tracking trends in corporate governance, this Committee is responsible for:

- Evaluating ESG and sustainability matters within the Company.
- Reviewing and monitoring the development and implementation of goals the Company may establish from time to time with respect to ESG and sustainability and providing guidance to the Board on such matters..

To further support the work of the Governance, Nominating and ESG Committee, we maintain an ESG Task Force composed of a cross-disciplinary team of employees and third-party advisors. This team is jointly led by our Chief Financial Officer and our Chief Legal Officer and is responsible for evaluating risks and opportunities, developing policies, practices, information and communications and providing recommendations and reports related to ESG to the Governance, Nominating and ESG Committee of the Board.

Director Profile

Jennifer Pomerantz

Chair of Governance, Nominating and ESG Committee

Jennifer Pomerantz is a member of NOG's Board and serves as chair of its Governance, Nominating and ESG Committee and also serves as Chair of the Acquisition Committee. Jennifer has two decades of experience across the global energy and power industry across executive, governance and management positions. She currently serves on the advisory board of the Energy Policy Institute at the University of Chicago (EPIC), which is at the forefront of global research on climate and pollution and its impact on the global energy challenge. As managing partner of Ellipsis Holdings, she also speaks publicly as an investment expert regarding these matters and the global energy transition. Previously, she served as Managing Director/Portfolio Manager of Global Natural Resources for JP Morgan-Highbridge and Citadel Asset Management. She also served as CEO and Chairperson of American Natural, where she created and led the company's ESG task force, which reported into the UN Principals for Responsible Investing. She received a B.A. in Economics and Political Science from the University of Chicago where she wrote her thesis on oil prices.

Business Ethics

Our Code of Business Conduct and Ethics affirms our policy that all employees and directors comply strictly with all laws governing NOG's operations and conduct our affairs in keeping with the highest moral, legal and ethical standards. Our Audit Committee periodically reviews the Code of Ethics monitoring compliance, investigating any alleged breach/violation of the Code of Ethics, and enforcement as stated in the committee's charter.

Senior executive and financial officers hold an important and elevated role in maintaining a commitment to:

- Honest and ethical conduct.
- Full, fair, accurate, timely and understandable disclosure in reports and documents that the Company files with, or submits to, the Securities and Exchange Commission (the "SEC") and in other public communications made by the Company.
- Compliance with applicable government rules and regulations.

We maintain various policies that illustrate our standards for ethical conduct:

- By-laws
- Code of Business Conduct and Ethics
- Corporate Governance Guidelines
- Insider Trading Policy
- Compliance Hotline
- Clawback Policy

All the above policies can be accessed on our corporate website.

These policies set forth our expectations regarding the conduct of all directors of NOG, as well as all executive and other officers, employees, independent contractors and agents. In 2023, we implemented mandatory training on business ethics topics for our employees. We also conduct an annual attestation for all employees to our Code of Business Conduct and Ethics and take additional steps in an attempt to ensure compliance with the ethical and other standards required thereby. This process allows our team to continuously monitor the environment for opportunities to mitigate potential risks.

The Code of Business Conduct and Ethics sets forth our expectations regarding the conduct of all employees and directors. It includes a Financial Code of Ethics that defines the expectations of our senior financial officers. Per the Code, under no circumstance shall our relations with government officials and employees be conducted in any manner that would subject NOG to embarrassment or reproach if publicly disclosed. Gifts, social amenities, reasonable entertainment and other courtesies can be extended to government officials or employees only to the extent clearly appropriate under applicable customs and practices. The Insider Trading Policy outlines expectations with respect to our securities to maintain the confidence of the public markets with the underlying principle of fairness in dealings with other persons.

In 2022, we are not aware of any material non-compliance incidents related to business ethics at NOG. We regularly review and update these documents and make sure that they are transparent and available for all our partners, employees and stakeholders.

HONEST AND ETHICAL CONDUCT

Engage in only honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships.

Avoid conflicts of interest by disclosing to the full Board any material transaction or relationship that reasonably could be expected to give rise to such a conflict; and complying with the procedures, limitations, additional disclosure and reporting obligations and other requirements that the Board may establish to mitigate or eliminate the conflict of interest or its effects on NOG.

Provide full, fair, accurate, timely and understandable disclosure in reports and documents that we file with, or submit to, the United States Securities and Exchange Commission (SEC) and in other public communications that we make.

Comply in all material respects with all applicable laws, rules and regulations of national, state, provincial and local governments.

Act in good faith, responsibly, with due care and diligence, without misrepresenting material facts or allowing independent judgment on behalf of NOG to be subordinated to other interests.

Promote ethical behavior by others in the work environment.

ANTI-CORRUPTION

As a non-operating participant in the oil and gas industry, solely in the United States, we do not have production sharing agreements with foreign governments and are not involved in the bidding and negotiation of such contracts, thus reducing our exposure to bribery and corruption-related risks. We partner with operators and receive a proportionate economic stake that reflects our financial contribution to jointly owned wells, land or drilling operations.

Our non-operated interests in oil and gas assets are focused on hydrocarbon-producing regions located on the U.S. mainland. As a result, none of our net proved reserves are located in countries with the 20 lowest rankings in Transparency International's Corruption Perception Index.

COMPLIANCE MECHANISM

We proactively promote ethical behavior and encourage feedback on these processes. Employees are expected to report violations of applicable laws, rules and regulations, the Code of Business Conduct and Ethics, or any other code, policy or procedure of NOG to appropriate personnel, or anonymously through our **Compliance Hotline**.

All NOG employees have the responsibility of keeping the work environment free from violence or potential violence. Any employee who witnesses or is the recipient of violent behavior should promptly inform their supervisor, manager or human resources (HR) department. All threats will be promptly investigated. No employee will be subject to retaliation, intimidation or discipline as a result of reporting a threat in good faith under this guideline.

Cybersecurity and Asset Integrity

The energy industry is highly dependent on data and therefore on data security. From field data on the quantities of oil and natural gas reserves to production data and financial information, we recognize the importance of data integrity for our operators and for our stakeholders.

Our proprietary software systems, data storage, communications platforms and software licensed from third parties are all vulnerable to cybersecurity threats, so we continuously seek to harden our data security in a number of ways.

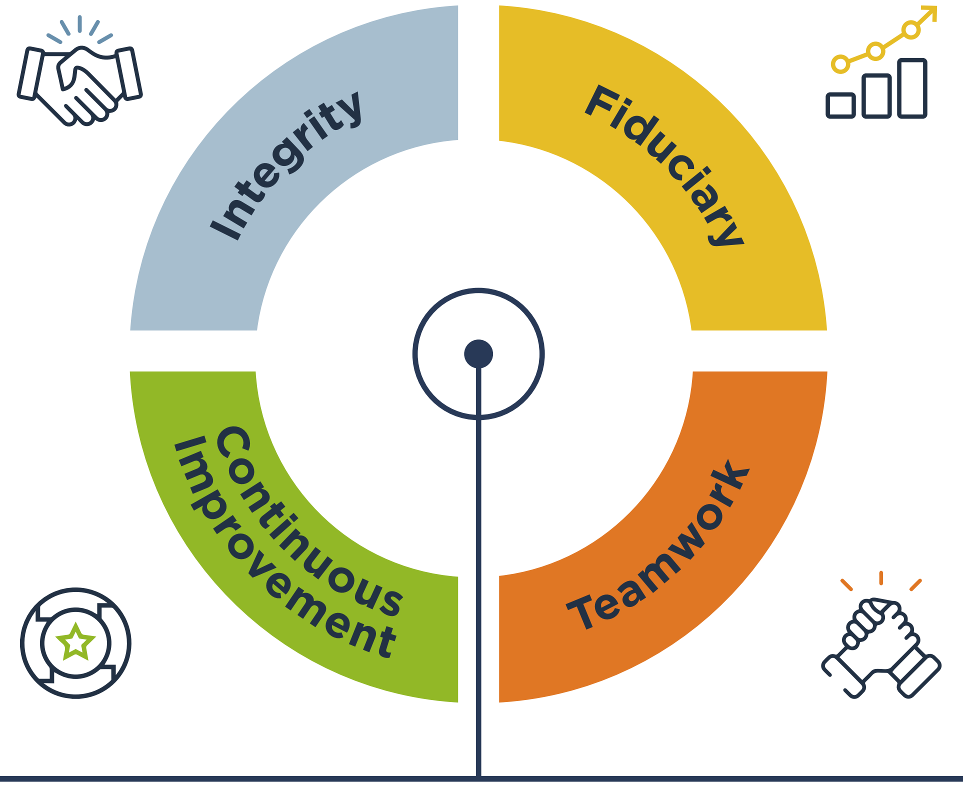
- We perform testing of our information technology (IT) control environment to ensure compliance with our policies and practices as part of our annual audit process.
- We have a risk matrix in place to identify, manage and mitigate potential cybersecurity risks.
- We hold insurance coverage to mitigate cybersecurity and IT related risks.
- Our internal network architecture and applications are configured and documented — and most importantly protected — to support the reliable storage, processing and transfer of sensitive data.

Recent cybersecurity initiatives and milestones include:

- Third-party consultant review of IT processes and update of internal policies.
- Implementation of a Crisis Management Framework.
- Implementation of mobile device management and multi-factor authentication for IT assets.
- Phishing and IT trainings to improve employee awareness of our cybersecurity processes and proper cyber risk monitoring and mitigation.
- Maintain anti-virus and malware software and controls.

Our Crisis Management Framework is designed to assess the impact and severity of a disaster event at the company such as a data breach, natural disaster, or loss of technology. The framework outlines our process for addressing the issue including how to properly coordinate with appropriate parties and notify affected stakeholders.

There is a notification process embedded in the framework as well as an immediate crisis response action list to make sure our employees are prepared and equipped with the knowledge to address the risk and respond appropriately. This framework is a crucial part of ensuring the safety and security of our data.



Integrity

Do the right thing, be accountable, treat those around you with respect and as you would like to be treated.

Fiduciary

Protect and grow shareholders' capital as if it were your own.

Teamwork

Do your fair share and then some. If you want to go fast, go alone. If you want to go far, go together.

Continuous Improvement

Work to be better and to make things better.

The consistent pursuit of growth and learning on both a personal and professional level enhances potential for our employees, for the Company and for our stakeholders.

Take time to have fun and re-charge.

NOG Values

Our People

Our organizational culture is designed around integrity, honesty and transparency. We strive to foster a trusting and respectful environment that embraces change and moves our company forward in an innovative and positive way. An engaged and empowered workforce is one of our proudest accomplishments; constructing a company culture that values the personal growth and success of its employees along with creating a supportive environment within our local community will remain a core foundation of NOG.

EMPLOYEE EXPERIENCE AND CULTURE

We are committed to providing a workplace environment that is free of discrimination and harassment, where all individuals have equal opportunities and are treated with respect and dignity. This commitment extends to all employees, consultants, vendors, contractors, service providers and business partners equally.

An engaged and empowered workforce is critical to our company vision. Our focus has been on ensuring our current and future employees are equipped with the necessary skills to rise and grow alongside our evolving business. Our retention is a key result: We have had very low turnover in the past three years. Our comprehensive benefits program is designed to promote financial, physical and emotional well-being, and support our diverse employees in all aspects of their lives. We have a comprehensive and competitive compensation and benefits package to attract and retain our employees.

We present employees with a complete summary of their benefits at the time of employment, including:

- Regular check-ins with our employees to discuss goals, aspirations, and areas of improvement;
- Industry-competitive compensation;
- Company paid medical, dental and vision insurance with deductibles 100% covered by NOG;
- Company paid short and long-term disability pay and term life insurance;
- Company supported health savings accounts and flexible spending accounts;
- Company subsidized gym memberships;
- 401(k), including a company match program of 100% of up to 8% for employee contributions;
- Paid vacation and family leave;
- In-office workout and recreational facilities; and
- Tuition reimbursement.

PROFESSIONAL DEVELOPMENT

In 2022, 34% of our employees received training to further their professional skills. We offer or reimburse for training resources relating to land management, certification tests, study materials, annual memberships, investor relations, legal, accounting and more, and are dedicated to advancing our employee education and development program.

NOG recognizes the importance of early career talent development to ensure that we have a pool of younger associates to support our business and from which to grow future leaders. In 2022, we designed and launched the Analyst Development Program (ADP), a full-time, two-year rotational program focused on building the analytical skills of new hires through the exposure to all aspects of NOG's business and its role as a public corporation. Participants in the ADP are provided the opportunity to learn about our industry from NOG leaders and to develop skills utilizing NOG's proprietary technologies. They are tasked with rotations in the Finance, Business Development, Planning and Land Administration departments, with the expectation that they will be placed into permanent roles in one of those departments upon successful completion of the program. The program began in 2022 with one analyst and grew to four participants in 2023.

In an effort to further engage experienced NOG associates, in 2023, we worked with the University of Tulsa's CESE (Continuing Education for Science and Engineering) to provide courses to NOG employees interested in learning more about the engineering and other principles of our industry.

Another way we support our employee's professional development goals is through our performance management program. As part of this program, employees work with their managers to set individual goals around employee development and have regular reviews and check-ins to make sure all employees are well supported and able to meet their professional development needs.

Diversity

Our goal is to create and maintain an inclusive workplace where all employees feel respected, valued and have a sense of belonging. The programs mentioned above — such as paid family leave, company funded healthcare and tuition reimbursement — are core aspects of our culture that assist in creating an inclusive environment.

We recognize that healthcare and tuition reimbursement alone don't create a diverse workforce. All types of diversity are critical to creative and effective decision-making. During 2022, our workforce was 38% female and 25% of our board was female. See chart below with additional information about the gender and age diversity of our employees.

	Units	2020	2021	2022
Number of Employees	**#**	**25**	**27**	**32**
Employees Who are Male	% (#)	64% (16)	59% (16)	62.5% (20)
Employees Who are Female	% (#)	36% (9)	41% (11)	37.5% (12)
Employees Under the Age of 40	% (#)	80% (20)	67% (18)	75% (24)
Employees Aged 40 or Over	% (#)	20% (5)	33% (9)	25% (8)

Health and Safety

We work to protect the occupational health and safety of our employees and partners in all locations. From the position of a non-operator, we also take very seriously the safety records and programs of our operators. We seek to comply with all environmental laws and regulations as well as implement preventative measures to support our overall safety.

We do not currently operate any of the physical oil and natural gas assets in which we own an interest and, therefore, do not report or record workplace incidents on behalf of our third-party operators. However, we monitor and record injuries and work-related fatalities in our corporate office in Minnesota. In the last four years, we are proud to have had zero workplace injuries or work-related fatalities.

Human Rights

We respect and uphold human rights in the workplace. As such, we do not tolerate harassment and prohibit any form of discrimination.

Respect for employee privacy and freedom of expression are held in high regard, and we are committed to providing fair wages and benefits. In 2023, we adopted a human rights statement to align with global and industry standards as outlined below:

Voluntary Standards and Raters/Rankers

Voluntary reporting frameworks like GRI are also based on the principles of the UNGPs and OECD Guidelines.

Existing and Emerging Regulation

The Uyghur Forced Labor Prevention Act and impending SEC climate disclosures are based on these expectations.

International Expectations for Business Conduct

The UN Guiding Principles (UNGPs) and OECD Guidelines articulate clear expectations for business conduct.

Please read responsibly: consider the environment before printing this page.

Our Environmental and Social Impact

As an investor in non-operated minority working and mineral interests in oil and gas properties, our most material and substantive environmental and social impacts are in our value chain. We take seriously our commitment to protect the environment and human health in our headquarters and surrounding community in Minnesota. However, we are aware that our greatest risks and opportunities are in the landscapes and communities where the oil and gas wells that we invest in are located.

Social

STAKEHOLDER ENGAGEMENT

We interact with a range of internal and external stakeholders from our corporate headquarters in the Twin Cities in Minnesota to the communities where we have financial interests in North Dakota, Montana, Texas, New Mexico and Pennsylvania. We strive to maintain an open dialogue with all stakeholders; we view that engagement and integration of all stakeholder groups as a key factor of our effective and responsible corporate citizenship.

We are dedicated to transparency and regularly share information through press releases, quarterly earnings calls, corporate presentations, and other events and materials on our website. Based on feedback from stakeholders, we relay important takeaways across the organization to further align with their interests. Our plans to deepen stakeholder engagement include joining industry groups to connect more closely with operators and local communities, as well as expanding corporate donations to charities supporting Native American communities.

The stakeholders we will address in this section are:

- Employees
- Shareholders and Bondholders
- Operators
- Community — Twin Cities (where our headquarters are located)
- Community — Where We operate
- Indigenous Peoples

EMPLOYEES

The NOG team consists of under 40 people which enables a more collegial environment than would be possible in a much larger corporation. Besides the usual weekly meetings and internal communication platforms, we sponsor events to build community among employees and keep them connected to company goals, values and to one another.

Employees are increasingly interested in understanding our ESG commitments and performance, and a significant portion of our employees have contributed to the content of this report. Our sincere, transparent and measurable commitment to ESG leadership will be an important way we attract and retain talent.

SHAREHOLDERS AND BONDHOLDERS

As a publicly held company, we hold quarterly earnings calls, provide investor presentations and regularly issue press releases about key business developments and results. We communicate with investors daily through informal and formal interactions and many times a year via industry conferences and investor meetings. In 2022, we met with over 75% of our equity shareholders and bondholders.

Inquiries from investors about our ESG risk management practices and other ESG topics have ramped up over the last few years. Integration of shareholder engagement outcomes into our strategy included a re-evaluation of our ESG Report, expansion of Sustainability Accounting Standards Board (SASB) mapping to include both the E&P Standards and the Asset Management Standards, adoption of a human rights statement, an expansion of governance disclosures, disclosures of GHG emissions, re-evaluation of impact on communities and expansion of charitable giving.

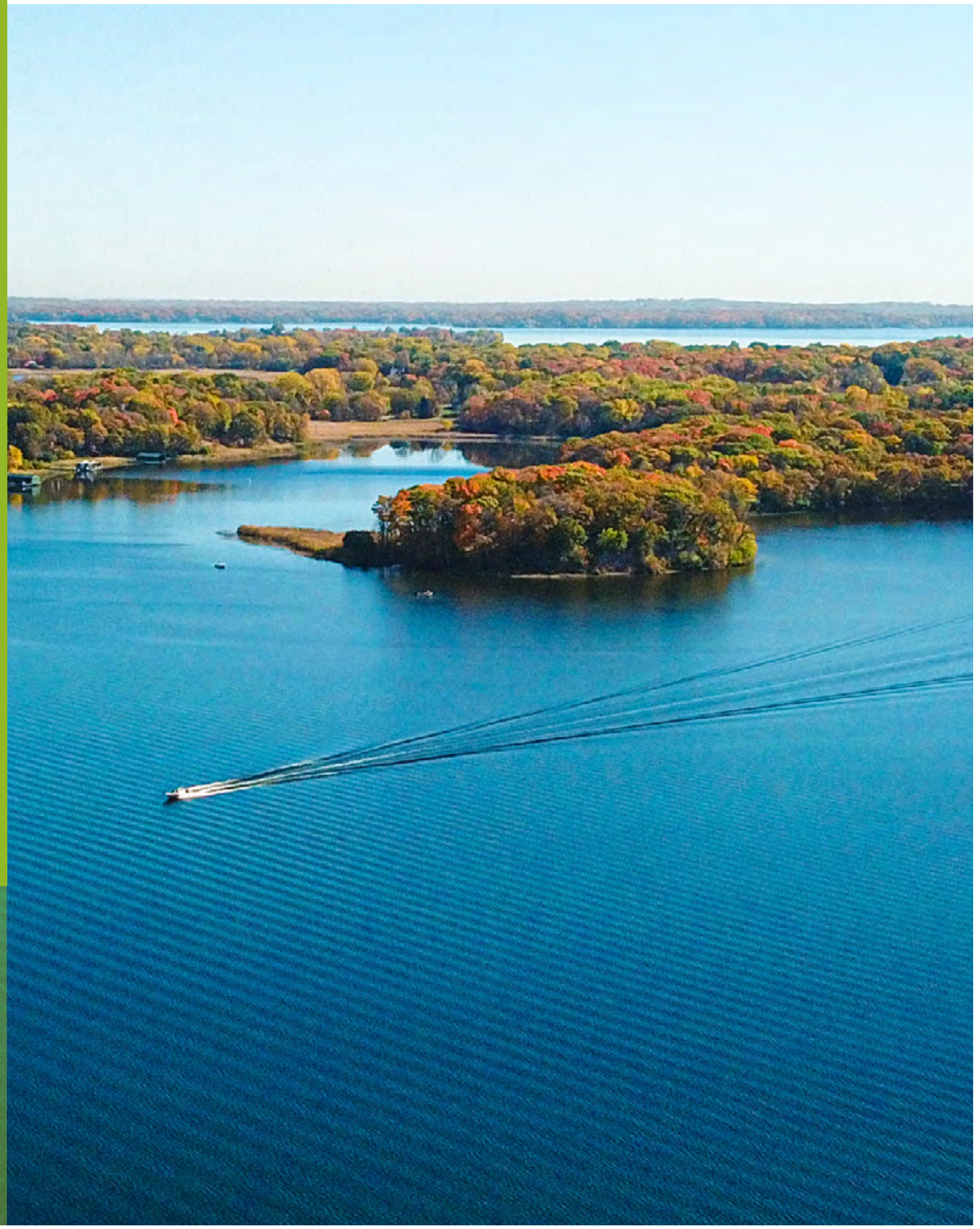
OPERATORS

We have approximately 100 operators across three of the most prolific oil and gas fields in the United States. NOG takes seriously its responsibility to oversee shareholders' capital invested in the wells operated by these companies. We monitor production in real-time and maintain contact with operators through regular meetings, email communications and occasional visits to review and assess development activities and results. Our environmental due diligence is an important engagement activity that sets the foundation for our shared ESG-related aspirations. In 2023, we initiated an "Operator Engagement Survey" to better understand our operators' ESG programs and commitments.

COMMUNITY — TWIN CITIES

Our headquarters is located in, and our employees live in and around, the Minneapolis-St. Paul metropolitan area (the "Twin Cities"). Contributions to our community through charitable donations and employee volunteer efforts are a high priority for our company. Our volunteer employee charity committee continues to identify community engagement and charitable giving opportunities that align with our corporate values. The following summarizes our 2022 highlights:

- Our 2022 charitable giving donations totaled over $87,000 between company donations and individual employee donations.
- Approximately 77% of our donations in 2022 supported key organizations and causes that align with our corporate values and further long-term relationships in the Twin Cities.
- About 13% of our 2022 donations were from matching employee donations or to causes individually selected by our employee base.
- We are an anchor corporate supporter of Twin Cities Boys & Girls Club, with 11 locations supporting more than 4,000 young people, and a Corporate Sponsor of Twin Cities Rise, a non-profit that assists individuals in finding stable and well-paying employment that served 1,193 people in 2022.



In addition to the highlights listed to the left, some of the specific organizations we partnered with include Bloomington Young Life, Bright Funds Foundation, Ruffled Grouse Society, and Humble & Kind. These organizations support a range of causes and communities that align with our values including enabling disadvantaged youth to find hope and belonging, supporting those in poverty with finding stable employment, contributing to Alzheimer's research and conservation of wildlife habitats and forest health.

COMMUNITY — WHERE WE OPERATE

We are invested in oil and gas producing properties primarily in North Dakota, New Mexico, Texas, Pennsylvania and Montana. NOG's proportionate share of the production tax or impact fee revenues generated by these properties for 2022 is shown in the table below.

Basin	NOG's Share of Payments
Williston	$ 110.1 million
Permian	$ 48.1 million
Appalachia[11]	$ 3.4 million
TOTAL	**$ 160+ million**

[11] Pennsylvania collects revenue in the form of an "Impact Fee" on a per well basis.

INDIGENOUS PEOPLES

In addition to our charitable giving efforts, we expect that our operating partners will engage responsibly with indigenous peoples and local communities. In 2022, none of our net proved reserves were in or near areas of conflict, while approximately 12% of our net proved reserves are on lands of indigenous peoples.

We expect our operators to have open communication with indigenous peoples that may be impacted by their work and to comply with all appropriate rules and regulations in support of any indigenous peoples that their operations may impact.

Approximately 20% of the value of the hydrocarbons we produce is paid to mineral owners, which includes landowners and native communities, in the form of royalties which totaled over $350 million in 2022.

North Dakota Badlands, Williston Basin

Environmental

As a non-operator, it is important to clearly establish boundaries when discussing our environmental impact. Quantifying these impacts is complex but we are working to navigate this continuously evolving landscape to reduce our impacts where possible while still delivering on our mission for our shareholders and bondholders. In setting our organizational boundary, we use the operational control approach. Due to our unique business model, our direct environmental impacts are minimal, covering a single office location and less than 40 employees.

SCOPE 1 EMISSIONS AND SCOPE 2 EMISSIONS

For areas that we do have operational control over, which is our corporate office, we completed a full Scope 1 and Scope 2 emissions inventory for 2022 to establish metrics which can be used to lower these impacts in the future. This emissions inventory aligns with the World Resource Institute (WRI) GHG Protocol, the most widely used GHG accounting and reporting standard. These results are included in the appendices. We found that purchased electricity comprises 90% of our Scope 1 and Scope 2 footprint and follows typical usage patterns for an office facility with no fleet vehicles.

Scope 1 and Scope 2 emissions represent less than 1% of our total Scope 1, Scope 2 and Scope 3 GHG footprint, which is typical for a company with few sites that fall under one's operational control.

SCOPE 3 EMISSIONS

We conducted a Scope 3 screening of our 2022 activities to understand our emissions impact throughout our value chain. We calculated emissions for 12 of the 15 Scope 3 categories included in the GHG Protocol (three categories were deemed inapplicable). As a non-operator, all emissions associated with exploration and production of oil and gas, and all processing into and use of sold products, were considered downstream Scope 3 emissions, categorized into Categories 9, 10, 11, 12 and 15. The results indicated that our Scope 3 emissions account for 99.99% of our total emissions.

Downstream processing and distribution of sold products (Categories 9 and 10) and use of sold product (Category 11) emissions contribute to 97% of our total Scope 3 emissions. Wellhead emissions data (from on-site energy use and any methane leakage) was estimated based on 2021 Subpart W reporting by operators and included in Category 15 and make up the remaining 3% of Scope 3 emissions. All procured goods and services, business travel, employee commuting and office operations not captured in Scope 1 and Scope 2 were allocated to Categories 1 through 7 and make up an immaterial portion of our total Scope 3 footprint.

Effective measurement and reporting of GHG emissions require a repeatable process. We have developed an Inventory Management Plan to provide a consistent and documented framework to calculate GHG emissions moving forward. This document clearly and concisely outlines why, what and how we collect data and calculate emissions. This is invaluable for driving consistency, succession planning and external validation and verification of our GHG inventory. It will also aid regulatory reporting, investor relations decisions and third-party engagement moving forward.

Emission Source	2022 Emissions [MT CO_2e]
1. Purchased goods and services	1,468
2. Capital goods	488
3. Fuel and energy-related activities	45
4. Upstream transportation and distribution	15
5. Waste generated in operations	51
6. Business travel	165
7. Employee commuting	0.2
8. Upstream leased assets	N/A
9. Downstream transportation and distribution (T&D) 10. Processing of sold products	2,194,907
11. Use of sold products	10,367,450
12. End-of-life treatment of sold products	222
13. Downstream leased assets	N/A
14. Franchises	N/A
15. Investments	423,825
Total Scope 3 Emissions	**12,988,635**

CORPORATE HEADQUARTERS ENVIRONMENTAL IMPACT

At our headquarters, we have implemented different environmental initiatives to reduce our footprint. This includes using LED light fixtures for nearly all the overhead lighting, recycling stations throughout the office and installing motion detector lighting to decrease energy use. We operate in a leased space and have engaged in communications with our landlord in an effort to collect additional environmental data related to waste and water metrics to understand our footprint and opportunities to reduce our water and waste intensities where we can.

Supporting Our Third-party Operators

As we are not the operator of our oil and natural gas assets, we do not have direct control over many environmental impacts associated with these operations such as air emissions, water consumption and waste generation and disposal.

Our indirect impacts are much greater than our direct impacts, as they encompass the activities of the operators of our wells and others in our value chain, and the end-use of the hydrocarbons we produce. We strive to work with responsible third-party operators that maintain compliance with laws and regulations that protect human health, safety and the environment. We expect our operators to prioritize preserving the environment and to report on ESG initiatives as appropriate. Approximately 72% of our total 2022 BOE sales volumes came from publicly traded operators with publicly available ESG ratings.

Looking ahead, in 2023 we developed an operator engagement survey to gain a better understanding of ESG integration into the overall business and operational strategies of our operators. We plan to annually conduct an operator engagement survey to develop a trustworthy and collaborative relationship with our operators and identify ways that we can help support them on their ESG journeys.

This section will describe how environmental and social impact informs our investment decisions and discloses information about our current operators.

ENVIRONMENTAL DUE DILIGENCE

For significant acquisition transactions, as is the custom in the industry, we have the right to conduct environmental due diligence prior to acquiring the assets. The extent of our due diligence for any particular transaction depends on various factors, including the concentration of the assets, the number of operators involved, publicly available information about the operators' environmental performance, and other matters. Our typical due diligence procedure begins with assuring that appropriate well permits are in place with governmental authorities. We also work to verify that the operators maintain appropriate air emissions and storm water permits to minimize our potential impacts to air and water pollution. In addition, we may also confirm that proper biodiversity and cultural resource reviews are conducted at work sites. The due diligence process may be supplemented, when appropriate, with site visits related to potential environmental liabilities and contamination. Going forward, we intend to utilize our new climate risk assessment dashboard to help us analyze risks in connection with any concentrated acquisitions in new areas.

Seventy-two percent of NOG's 2022 production came from 27 public operators with publicly available ESG ratings. The graphic on the next page displays a high-level overview of the ESG efforts of 10 of our largest publicly traded operators in 2022.

Alignment with Operators who are ESG Leaders

NOG's Top 10 Public Operators of 2022 Represent a "Who's Who" of ESG Stewardship.

	EQT	CLR	OVV	CHRD	COP	EOG	HES	DVN	ERF	XOM
Dedicated ESG Section of Website	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board-Level Oversight of ESG	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Formal ESG Policy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provides ESG Report	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Discloses and Tracks ESG-related Targets	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	IPIECA, API, IOGP, TCFD 2017, SASB	GRI, TCFD, DTF, AXPC, SASB	IPIECA, TCFD, SASB	AXPC, SASB	GRI, IPIECA, SASB	AXPC, SASB, TCFD	IPIECA, API, UNCGTP, TCFD, SASB, WEF — SCCM	OGMP 2.0, IPIECA, API, IOGP, GRI, TCFD, SDGs, SASB	AXPC, CAPP, IPGA, API, CDP	SDGs, IPIECA, API

Operator Profiles

Although our company has a small direct environmental footprint, we recognize that our operators' ESG performance must be considered as we continue to develop our own ESG strategy. Due to this unique operational relationship, we want to highlight some of our largest operators' ESG performance. A few highlights include:

EQT CORPORATION

The operator that represented the largest share of our BOE sales volume in 2022 is EQT Corporation (EQT). EQT has a mature climate change strategy in place with clear governance and accountability structures as well as risk management processes. They communicate their ESG progress and new initiatives through annual sustainability reporting. They have a net-zero goal in place as well as other emissions reduction targets for their direct operations. We will continue to support EQT through their ESG journey and appreciate their dedication to improvement.

CONTINENTAL RESOURCES

In Continental's 2021 ESG Report, they disclose emissions, water management tactics and social initiatives that all contribute to their overall ESG vision. Continental understands the importance of communicating their emissions impacts as it relates to air and water, and we will continue to support them in efforts to minimize this.

OVINTIV

Ovintiv considers sustainability as part of their foundational values, and they continue to make progress towards their ESG goals and targets. They have conducted a materiality assessment to help prioritize ESG topics and inform their credible and actionable ESG strategy. Ovintiv has set emissions reduction targets and are transparent about their progress towards meeting them.

CHORD ENERGY

Chord Energy has a robust ESG strategy in place informed by a materiality assessment, climate risk assessments and progress shared through an ESG report that is aligned with formal standards and frameworks including SASB and Global Reporting Initiative (GRI). They track and report progress on many environmental topics including emissions, water, biodiversity and waste.

CONOCOPHILLIPS

In ConocoPhillips' 2022 sustainability report, they discuss their intent to focus on meeting energy demand while playing a valued role in the energy transition. They are transparently communicating their sustainable development risks while also disclosing their clear governance structure in place to manage their ESG strategy.

Looking Forward

Based on 2022 data, we built a solid foundation of understanding around ESG data and metrics for pursuing a more sustainable business. Aligned with the concept of Kaizen, we will continue to strive to become better educated on the ESG activities of our operators as well as better understand our own impacts. By setting this strong basis of data and understanding, we expect the years ahead to exhibit growth, progress and investment in multiple ESG-related initiatives.

- We will continue to develop our ability to track and understand trends with our Scope 1, Scope 2 and Scope 3 emissions, and plan to use the multi-year data to improve our capital allocation process and support initiatives for our operators.
- We will kick off an operator engagement survey to help us better understand the ESG landscapes of our operating partners. We will leverage this data for value chain goals and initiatives.
- We adopted a Human Rights Statement in late 2023. This is a direct correlation to our support of a just energy transition and increased awareness of the importance of human rights throughout our value chain.
- We will utilize climate-related risk and opportunity assessment results to inform our strategy toward a more robust governance structure and disclosure practices regarding climate change management in line with industry best practices and regulatory requirements in the U.S.

We are committed to continuing to grow the manner and extent to which we incorporate ESG values into every business decision we make and are focused on supporting our stakeholders and communities to contribute to reliable, safe and valuable energy resources in the U.S. We want to make energy available to everyone and continue to support the journey to a sustainable and equitable energy future.

We are excited for the future and look forward to sharing our progress in our next ESG Report.

Please read responsibly: consider the environment before printing this page.

About This Report

REPORT BOUNDARY

This report provides detailed information about Northern Oil and Gas, Inc.'s (NOG, the Company, we, us and our) ESG initiatives and related key performance indicators, as appropriate. In setting our organizational boundary, we use the operational control approach.

In the creation of this document, we considered various sustainability reporting frameworks, two separate SASB industry standards: the Oil & Gas — Exploration & Production and the Asset Management and Custody Activities. As a firm with non-operated minority working and mineral interests in oil and gas properties, we do not perfectly fit either of these SASB industry standards. We consider a blending of the two to be most appropriate. Moreover, including both of these relevant standards ensures more of the appropriate metrics are considered.

Our actions and initiatives implemented to date endeavor to comply with standards as represented by SASB and other reporting frameworks and standards as appropriate.

This document is focused on our 2022 data, but also includes information on 2020 and 2021 where data is available. In addition, we have included disclosure about some of our more recent ESG initiatives during 2023, where appropriate. For more information about our ongoing sustainability and ESG efforts, please visit our website under the Sustainability section.

FORWARD LOOKING STATEMENTS

This report contains forward-looking statements regarding future events and future results that are subject to the safe harbors created under the Securities Act of 1933, as amended (the "Securities Act") and the Securities Exchange Act of 1934, as amended (the "Exchange Act"). All statements other than statements of historical facts included in this report regarding NOG's dividend plans and practices, financial position, operating and financial performance, business strategy, plans and objectives of management for future operations, industry conditions, indebtedness covenant compliance, capital expenditures, production and cash flow are forward-looking statements. When used in this report, forward-looking statements are generally accompanied by terms or phrases such as "estimate," "project," "predict," "believe," "expect," "continue," "anticipate," "target," "could," "plan," "intend," "seek," "goal," "will," "should," "may" or other words and similar expressions that convey the uncertainty of future events or outcomes.

Forward-looking statements involve inherent risks and uncertainties, and important factors (many of which are beyond NOG's control) that could cause actual results to differ materially from those set forth in the forward-looking statements, including the following: changes in NOG's capitalization; changes in crude oil and natural gas prices; the pace of drilling and completions activity on NOG's properties and properties pending acquisition; NOG's ability to acquire additional development opportunities; the projected capital efficiency savings and other operating efficiencies and synergies resulting from NOG's acquisition transactions; integration and benefits of property acquisitions, or the effects of such acquisitions on NOG's cash position and levels of indebtedness; changes in NOG's reserves estimates or the value thereof; general economic or industry conditions, nationally and/or in the communities in which NOG conducts business; changes in the interest rate environment or market dividend practices; legislation or regulatory requirements; conditions of the securities markets; NOG's ability to raise or access capital; cyber-related risks; changes in accounting principles, policies or guidelines; and financial or political instability, acts of war or terrorism and other economic, competitive, governmental, regulatory and technical factors affecting NOG's operations, products services and prices.

Additional information concerning potential factors that could affect future results is included in the section entitled "Item 1A. Risk Factors" and other sections of NOG's most recent Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q, as updated from time to time in amendments and subsequent reports filed with the SEC, which describe factors that could cause NOG's actual results to differ from those set forth in the forward-looking statements. NOG has based these forward-looking statements on its current expectations and assumptions about future events. While management considers these expectations and assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties, most of which are difficult to predict and many of which are beyond NOG's control. NOG does not undertake any duty to update or revise any forward-looking statements, except as may be required by applicable law or regulation.

We invite our stakeholders to provide feedback and ask questions about this report and our ongoing ESG initiatives.

Email to: ir@northernoil.com.

Mail to:

NOG
4350 Baker Road
Suite 400
Minnetonka, Minnesota 55343

Appendix A: Key Performance Metrics

ASSET OVERVIEW

Metric	Unit	2020	2021	2022
Production				
Crude Oil	Bbls	9,361,138	12,288,358	16,090,072
Natural Gas and NGLs	Mcf	16,473,287	44,073,941	68,829,142
Total Equivalent	BOE	12,106,686	19,634,015	27,561,596
Production by Region				
Williston	%	–	79%	58%
Permian	%	–	4%	25%
Marcellus	%	–	17%	17%
Production by Commodity Type				
Liquids	%	–	63%	58%
Gas	%	–	37%	42%
Proved Reserves				
Crude Oil	MBbls	96,025	131,395	162,741
Natural Gas	MMcf	159,641	937,723	1,008,406
Equivalent	MMBOE	122,632	287,682	330,809

ASSET OVERVIEW

Metric	Unit	2020	2021	2022
Number of Sites				
Gross Acreage	Acreage	789,619	934,002	929,500
Net Acreage	Acreage	183,527	245,431	258,970
Gross Producing Wells	#	6,640	7,436	8,672
Net Producing Wells	#	475.1	680.8	799.3
Asset by Resource Category				
Total Gross Locations				
PDP	#	–	7,680	9,102
PDNP	#	–	407	379
Total Proved Developed	#	–	8,087	9,481
PUD	#	–	1,621	1,958
Total Proved Reserves	#	–	9,708	11,439

ASSET OVERVIEW

Metric	Unit	2020	2021	2022
Asset by Resource Category				
Oil				
PDP	MMBbls	–	85	109
PDNP	MMBbls	–	3	3
Total Proved Developed	MMBbls	–	88	113
PUD	MMBbls	–	44	50
Total Proved Reserves	MMBbls	–	131	163
Gas				
PDP	Bcf	–	492	604
PDNP	Bcf	–	7	8
Total Proved Developed	Bcf	–	499	612
PUD	Bcf	–	439	396
Total Proved Reserves	Bcf	–	938	1,008
Total Reserves				
PDP	MMBOE	–	167	210
PDNP	MMBOE	–	4	5
Total Proved Developed	MMBOE	–	171	215
PUD	MMBOE	–	117	116
Total Proved Reserves	MMBOE	–	288	331

ASSET OVERVIEW

Metric	Unit	2020	2021	2022
Asset by Resource Category				
PV-10 at SEC Price				
PDP	MM USD	–	$ 2,329	$ 5,434
PDNP	MM USD	–	$ 71	$ 160
Total Proved Developed	MM USD	–	$ 2,400	$ 5,594
PUD	MM USD	–	$ 941	$ 2,308
Total Proved Reserves	MM USD	–	$ 3,341	$ 7,902

EMPLOYEE DEMOGRAPHICS

Metric	Unit	2020	2021	2022
Total employees	#	25	27	32
Employee Diversity — All Employees				
Male	% (#)	64% (16)	59% (16)	62.5% (20)
Female	% (#)	36% (9)	41% (11)	37.5% (12)
Under the age of 40	% (#)	80% (20)	67% (18)	75% (24)
Age of 40 or over	% (#)	20% (5)	33% (9)	25% (8)
Employees from underrepresented racial/ethnic groups	% (#)	–	–	6% (2)
Average tenure	Year	–	–	4.8
New hires[12]	% (#)	–	–	22% (7)
Turnover[13]	% (#)	–	–	13% (4)
Employee Diversity — Management Leaders (Vice President and Above)				
Male	% (#)	–	–	88% (7)
Female	% (#)	–	–	12% (1)
Under the age of 40	% (#)	–	–	62% (5)
Age of 40 or over	% (#)	–	–	38% (3)
Management leaders from underrepresented racial/ethnic groups	% (#)	–	–	0% (0)
Average tenure	Year	–	–	7.9

BOARD COMPOSITION AND DIVERSITY

Metric	Unit	2020	2021	2022
Independence	% (#)	–	100% (9)	100% (8)
Board Diversity				
Male	% (#)	–	78% (7)	75% (6)
Female	% (#)	–	22% (2)	25% (2)
Directors from underrepresented racial/ethnic groups	% (#)	–	13% (1)	13% (1)
Average tenure	Year	–	6.3	6.4
Average age	Year	–	58	56

[12] Reflects the number of new hires as a percentage of total headcount at the end of the year.

[13] Reflects the number of employees leaving the company as a percentage of total headcount at the end of the year.

EXECUTIVE COMPENSATION

Metric	Unit	2020	2021	2022
Say on pay support	%	96%	99%	99%
Clawback policy	–	No	No	No[14]
Anti-hedging policy	–	Yes	Yes	Yes
Anti-pledging policy	–	Yes	Yes	Yes
Stock ownership guidelines	–	No	No	No[15]

CYBERSECURITY

Metric	Unit	2020	2021	2022
Employees completing cybersecurity training	%	–	–	–[16]

EMPLOYEE EXPERIENCE

Metric	Unit	2020	2021	2022
Employees receiving professional development training	%	–	–	34%

COMMUNITY IMPACT

Metric	Unit	2020	2021	2022
Monetary Giving Efforts				
Total monetary donations (company)	USD	–	–	$78,000+
Total monetary donations (company and matching employee donations)	USD	–	–	$87,000+
Fund focused on cases that aligned with corporate values	%	–	–	77%
Fund focused on matching employee donations	%	–	–	10%
Fund enabled sponsorship or ad hoc donations that supports our non-monetary giving objectives.	%	–	–	13%

[14] NOG adopted a Clawback Policy in 2023.

[15] NOG adopted Stock Ownership Guidelines in 2023.

[16] NOG adopted formal cybersecurity training in 2023.

Appendix B: SASB Index

This SASB index section includes reference to two separate SASB industry standards: the Oil & Gas — Exploration & Production and the Asset Management and Custody Activities. As a firm with non-operated minority working and mineral interests in oil and gas properties, we do not perfectly fit either of these SASB industry standards. We consider a blending of the two to be most appropriate. Moreover, including both of these relevant standards ensures more of the appropriate metrics are considered.

TABLE 1: SASB EXPLORATION AND PRODUCTION STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	Quantitative	EM-EP-110a.1	Please refer to the Environmental section of this report. 8.27 MT CO_2e 0.05% Methane (4 kg CO_2e) Zero percent of our Scope 1 emissions are covered under emissions-limiting regulations.
	Amount of gross global Scope 1 emissions from: (1) flared hydrocarbons, (2) other combustion, (3) process emissions, (4) other vented emissions and (5) fugitive emissions	Quantitative	EM-EP-110a.2	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in and therefore do not release Scope 1 emissions from the specified sources. All our Scope 1 emissions are associated with our headquarters in Minnesota.
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Discussion and Analysis	EM-EP-110a.3	We are in the process of evaluating our baseline emissions and exploring applicable strategies that meet our emissions management objectives. We look forward to sharing our progress in future disclosures.
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N_2O), (2) SOx, (3) volatile organic compounds (VOCs) and (4) particulate matter (PM_{10})	Quantitative	EM-EP-120a.1	We currently do not track air emissions of our own operation. We do not operate oil and gas properties that we invest in and do not release air emissions of the specified pollutant types. All our emissions are associated with our headquarters in Minnesota.
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	EM-EP-140a.1	All our water footprint is associated with our headquarters in Minnesota and data is currently not available at this time of disclosure.
	Volume of produced water and flow back generated; percentage (1) discharged, (2) injected and (3) recycled; hydrocarbon content in discharged water	Quantitative	EM-EP-140a.2	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.
	Percentage of hydraulically fractured wells for which there is public disclosure of all fracturing fluid chemicals used	Quantitative	EM-EP-140a.3	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.
	Percentage of hydraulic fracturing sites where ground or surface water quality deteriorated compared to a baseline	Quantitative	EM-EP-140a.4	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.

TABLE 1: SASB EXPLORATION AND PRODUCTION STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Biodiversity Impacts	Description of environmental management policies and practices for active sites	Discussion and Analysis	EM-EP-160A.1	We conduct environmental due diligence for large acquisitions to assess our value chain partners before entering business relationships. For more information, please refer to the Environmental Due Diligence section of this report.
	Number and aggregate volume of hydrocarbon spills, volume in Arctic and volume impacting shorelines with ESI rankings 8-10 and volume recovered	Quantitative	EM-EP-160A.2	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.
	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Discussion and Analysis	EM-EP-160A.3	Data is currently not tracked.
Security, Human Rights and Rights of Indigenous Peoples	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Quantitative	EM-EP-210a.1	(1) 0% (Please refer to the Indigenous People's section of this report.) (2) Data is not available at this time of disclosure.
	Percentage of (1) proved and (2) probable reserves in or near indigenous land	Quantitative	EM-EP-210a.2	(1) 10% (Please refer to the Indigenous People's section of this report.) (2) Data is not available at this time of disclosure.
	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights and operation in areas of conflict	Discussion and Analysis	EM-EP-210a.3	Please refer to the Indigenous People's section of this report.
Community Relations	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	EM-EP-210b.1	Please refer to the Indigenous People's section of this report .
	Number and duration of non-technical delays	Quantitative	EM-EP-210b.2	We do not operate oil and gas properties that we invest in and do not track technical delays in our operators' production activities.
Workforce Health and Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety and emergency response training for (a) full-time employees, (b) contract employees and (c) short-service employees	Quantitative	EM-EP-320a.1	(1) 0 (2) 0 (3) 0 (4) Our primary workforce is located in our corporate office in Minnesota, and we currently do not offer safety training. We adopt a multi-step crisis management and response framework to effectively address impacts of safety disasters and emergencies in our own operation.
	Discussion of management systems used to integrate a culture of safety throughout the exploration and production life cycle	Discussion and Analysis	EM-EP-320a.2	The policies and work instructions we have implemented are aimed at protecting the health and safety of our workforce. For more information, please refer to the Company Culture section of this report.

TABLE 1: SASB EXPLORATION AND PRODUCTION STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Reserves Valuation and Capital Expenditure	Sensitivity of hydrocarbon reserve levels to future price projection scenarios that account for a price on carbon emissions	Quantitative	EM-EP-420A.1	The sensitivity of hydrocarbon reserve levels to future price projection scenarios is currently not assessed. We will explore opportunities to evaluate the impacts of a carbon price on hydrocarbon reserve levels as appropriate.
	Estimated carbon dioxide emissions embedded in proved hydrocarbon reserves	Quantitative	EM-EP-420A.2	The estimated CO_2 emissions embedded in proved hydrocarbon reserves are currently not assessed. We will explore opportunities to apply appropriate datasets and methodologies to estimate embedded emissions in reserves.
	Amount invested in renewable energy; revenue generated by renewable energy sales	Quantitative	EM-EP-420A.3	0
	Discussion of how price and demand for hydrocarbons and/or climate regulation influence the capital expenditure strategy for exploration, acquisition and development of assets	Discussion and Analysis	EM-EP-420A.4	We are heavily impacted by movements in crude oil prices, and to a lesser extent by natural gas and natural gas liquids prices. The price we receive for our production significantly impacts our revenue, profitability, access to capital and future rate of growth. Oil and natural gas are commodities, and their prices are subject to wide fluctuations in response to relatively minor changes in supply and demand. The prices we receive for our production depend on numerous factors beyond our control, including the direction of any future climate change regulations. Our property interests are not operated by us and involve other third-party working interest owners. While we have limited ability to influence or control the operations or future development of such properties, we seek operators focused on compliance with environmental, safety, climate change and other considerations. We continuously evaluate the business to identify risks and opportunities. We consider multiple pricing scenarios when forming our forecast, budget and long-term plans. These same principles also apply as we pursue the acquisition of additional compelling non-operated, producing assets generating cash flow at attractive valuations with upside potential and optimization opportunities.
Business Ethics and Transparency	Percentage of (1) proved and (2) probable reserves in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	EM-EP-510a.1	(1) 0% (2) 0%
	Description of the management system for prevention of corruption and bribery throughout the value chain	Discussion and Analysis	EM-EP-510a.2	We do not have a formal anti-corruption policy or anti-bribery policy. All employees complete an annual attestation for reviewing and adhering to the Code of Business Conduct and Ethics and Insider Trading Policy.

TABLE 1: SASB EXPLORATION AND PRODUCTION STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Management of the Legal and Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Discussion and Analysis	EM-EP-530a.1	Our oil and natural gas exploration, production and related operations are subject to extensive rules and regulations promulgated by federal, state, tribal and local authorities and agencies which continue to evolve. This includes the potential for required permits for drilling operations, drilling bonds and reports concerning operations and other requirements relating to the exploration and production of oil and natural gas. There can also be statutes or regulations addressing conservation matters, including provisions for the unitization or pooling of oil and natural gas properties, the location of wells, the method of drilling and casing wells, the surface use and restoration of properties upon which wells are drilled, the sourcing and disposal of water used in the process of drilling, completion and abandonment, the establishment of maximum rates of production from wells and the regulation of spacing, plugging and abandonment of such wells. At times, regulatory agencies have also imposed price controls and limitations on production by restricting the rate of flow of crude oil and natural gas from wells below actual production capacity in order to conserve supplies of crude oil and natural gas. Additional proposals and proceedings that affect the oil and natural gas industry are regularly considered by Congress, the states, the Federal Energy Regulatory Commission (FERC), other regulatory agencies and the courts. The implementation of new, or the modification of existing, laws or regulations could have a material adverse effect on us, such as diminishing the demand for our products through legislative enactment of proposed new penalties, fines and/or taxes on carbon that could have the effect of raising prices to the end user.
Critical Incident Risk Management	Process Safety Event (PSE) rates for Loss of Primary Containment (LOPC) of greater consequence (Tier 1)	Quantitative	EM-EP-540a.1	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.
	Description of management systems used to identify and mitigate catastrophic and tail-end risks	Discussion and Analysis	EM-EP-540a.2	This metric is not applicable to our business. We do not operate oil and gas properties that we invest in.

Activity Metric	Category	Code	Report Location and Additional Information
Production of: (1) oil, (2) natural gas, (3) synthetic oil and (4) synthetic gas	Quantitative	EM-EP-000.A	We do not operate the oil and gas properties that we invest in. Production data presented in Appendix A represents NOG's share of the production volumes produced by the third-party operators of the wells within our investment portfolio.
Number of offshore sites	Quantitative	EM-EP-000.B	0
Number of terrestrial sites	Quantitative	EM-EP-000.C	8,672

TABLE 2: SASB ASSET MANAGEMENT STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Transparent Information and Fair Advice for Customers	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations or other regulatory proceedings	Quantitative	FN-AC-270a.1	No information provided
	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product related information to new and returning customers	Quantitative	FN-AC-270a.2	Our company is subject from time to time to litigation claims and governmental and regulatory proceedings arising in the ordinary course of business.
	Description of approach to informing customers about products and services	Discussion and Analysis	FN-AC-270a.3	See About NOG
Employee Diversity and Inclusion	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals and (4) all other employees	Quantitative	FN-AC-330a.1	**(1) Gender** Male: 87.5% Female: 12.5% **Ethnicity** White: 100% **(2) Gender** Male: 54.2% Female: 45.8% **Ethnicity** White: 91.7% **(3) N/A** **(4) N/A**

TABLE 2: SASB ASSET MANAGEMENT STANDARD

Topic	Metric	Category	Code	Report Location and Additional Information
Incorporation of Environmental, Social and Governance Factors in Investment Management and Advisory	Amount of assets under management, by asset class, that employ (1) integration of environmental, social and governance (ESG) issues, (2) sustainability themed investing and (3) screening	Quantitative	FN-AC-410a.1	See Supporting Our Third-party Operators
	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment or wealth management processes and strategies	Discussion and Analysis	FN-AC-410a.2	See Supporting Our Third-party Operators
	Description of proxy voting and investee engagement policies and procedures	Discussion and Analysis	FN-AC-410a.3	See Supporting Our Third-party Operators
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	Quantitative	FN-AC-410b.1	See Environmental and Social Impact. The Scope 3 emissions in this report were developed based on NOG's ownership of production and their financial stake in wellheads.
	Total amount of assets under management (AUM) included in the financed emissions disclosure	Quantitative	FN-AC-410b.2	Not applicable
	Percentage of total assets under management (AUM) included in the financed emissions calculation	Quantitative	FN-AC-410b.3	Not applicable
	Description of the methodology used to calculate financed emissions	Discussion and Analysis	FN-AC-410b.4	Not applicable
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice or other related financial industry laws or regulations	Quantitative	FN-AC-510a.1	See Business Ethics
	Description of Compliance policies and procedures	Discussion and Analysis	FN-AC-510a.2	See Business Ethics

Activity Metric	Category	Code	Report Location and Additional Information
Total assets under management (AUM)	Quantitative	FN-AC-000.A	Not applicable
Total assets under custody and supervision	Quantitative	FN-AC-000.B	Not applicable

Appendix C: Non-GAAP Reconciliations — Adjusted EBITDA

ADJUSTED EBITDA ($ IN THOUSANDS)

	2021	2022	4Q21	4Q22
Net Income (Loss)	$ 6,361	$ 773,237	$ 174,727	$ 145,068
Add:				
Interest Expense	59,020	80,331	15,899	23,808
Income Tax Provision (Benefit)	233	3,101	233	(27)
Depreciation, Depletion, Amortization and Accretion	140,828	251,272	42,814	77,317
Non-Cash Share Based Compensation	3,621	5,656	1,374	1,447
(Gain) Loss on the Extinguishment of Debt	13,087	(810)	—	(235)
Contingent Consideration (Gain) Loss	292	(1,859)	—	(1,859)
Acquisition Costs	8,190	16,593	1,986	6,299
(Gain) Loss on Unsettled Interest Rate Derivatives	(1,043)	(993)	(589)	779
(Gain) Loss on Unsettled Commodity Derivatives	312,370	(40,187)	(61,170)	12,203
Adjusted EBITDA	$ 542,959	$ 1,086,341	$ 175,274	$ 264,800

ADJUSTED EBITDA PER EMPLOYEE ($ IN THOUSANDS)

	2022
Number of Employees	32
Adjusted EBITDA 2022	$ 1,086,341
Adjusted EBITDA per Employee 2022	$ 33,948

Non-GAAP Reconciliations — Free Cash Flow

FREE CASH FLOW ($ IN THOUSANDS)

	2021	2022
Net Cash Provided by Operating Activities	**$ 396,467**	**$ 928,418**
Exclude: Changes in Working Capital and Other Items	85,812	62,399
Less: Capital Expenditures[17]	(253,479)	(523,060)
Less: Series A Preferred Dividends	(14,759)	(9,803)
Free Cash Flow	**$ 214,041**	**$ 457,955**

[17] **Capital Expenditures are calculated as follows:**

Cash Paid for Capital Expenditures	**$ 614,222**	**$ 1,355,197**
Less: Non-Budgeted Acquisitions	(389,657)	(880,935)
Plus: Change in Accrued Capital Expenditures and Other	28,914	48,798
Capital Expenditures	**$ 253,479**	**$ 523,060**

Non-GAAP Reconciliations — Return on Capital Employed

ROCE ($ IN THOUSANDS)

	2021	2022
Adjusted EBIT		
Adjusted EBITDA	$ 542,959	$ 1,086,341
Less: DD&A	140,828	251,272
Adjusted EBIT	**$ 402,131**	**$ 835,069**
Capital Employed		
Average Total Assets[18]	$ 1,197,478	$ 2,199,022
Less: Average Current Liabilities[18]	255,016	336,265
Capital Employed	**$ 942,462**	**$ 1,862,757**

	2021	2022
ROCE		
Adjusted EBIT	$ 402,131	$ 835,069
/ Capital Employed	$ 942,462	$ 1,862,757
Full Year ROCE	**42.7%**	**44.8%**

[18] Average of prior year-end and current year-end.

Non-GAAP Reconciliations — Other Metrics

G&A METRICS (IN THOUSANDS)

	2021	2022
Total General and Administrative Expense	**$ 30,341**	**$ 47,200**
Less: Non-Cash General and Administrative Expense	3,621	5,656
Total General and Administrative Expense — Cash	**$ 26,720**	**$ 41,544**
Less: Acquisition Costs — Cash	8,190	16,593
Total General and Administrative Expense — Cash Adjusted	**$ 18,530**	**$ 24,951**
Net Production BOE	19,634	27,562
Total General and Administrative Expense — Cash Adjusted per BOE	**$ 0.94**	**$ 0.91**

CREDIT STATISTICS ($ IN MILLIONS)

	2021	2022	4Q21	4Q22
Adjusted EBITDA (Annual, Q4 2021/22 Annualized)[17]	$ 543.0	$ 1,086.3	$ 701.2	$ 1,059.2
Net Debt at Period-end	$ 754.8	$ 1,497.7	$ 754.8	$ 1,497.7
Total Debt Period-end	$ 805.0	$ 1,543.2	$ 805.0	$ 1,543.2
Net Debt/Adjusted EBITDA[17]	1.39x	1.38x	1.08x	1.41x
Total Debt/Adjusted EBITDA[17]	1.48x	1.42x	1.15x	1.46x

17 Adjusted EBITDA is a non-GAAP measure. See reconciliation of Adjusted EBITDA.

NOG

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