



Fueling Conversations

July 29, 2020

For the foreseeable future, each week, Fueling Conversations - a message from Dave Bauer, President and CEO of National Fuel - will be delivered to your inbox. If you have recommendations on topics, questions, or comments, please email corpcomm@natfuel.com.

As we look to a post-coronavirus future, it's important we strike a balance between what worked before and what needs to happen to succeed in the next normal. Business as usual will not be nearly enough; the game has changed too much. But by reimagining how we operate, organize, communicate, and use technology, we can set the foundations for enduring success.



We've been around for 118 years. We've traversed lots over that time, and we'll do the same here. Throughout this pandemic, we've continued to hire, ramp up projects - such as [Empire North](#) - [pay dividends](#) for 50 consecutive years, and even entered into two major business transactions - the [sale of National Fuel Resources](#) (NFR) and the [acquisition of Shell's integrated upstream and midstream assets](#). We've continued to provide safe, reliable natural gas delivery to approximately 740,000 customers in Western New York and northwestern Pennsylvania, including vital emergency services that have been critical to fighting the novel coronavirus.

Last week, I asked for your feedback and guidance. Thank you to those employees who reached out. In a world full of uncertainty, rest assured National Fuel's leadership team is thinking of you, our investors, our communities, and what is best for everyone.

I encourage others to send your questions and concerns regarding Return 2 the Workplace, COVID-19 protocols, or any other topics to corpcomm@natfuel.com. We appreciate your honesty during this process, and we will do our best to answer your questions and address your concerns as we continue to navigate ever-changing circumstances.

Stay positive. We're all in this together, and we will come out on the other side together.