

**NATIONAL FUEL GAS COMPANY ANNUAL MEETING
OF STOCKHOLDERS MARCH 12, 2026**

10:00 A.M. EASTERN TIME

The 2026 Annual Meeting will be held virtually via live webcast at www.virtualshareholdermeeting.com/NFG2026.

RULES OF CONDUCT AND PROCEDURES

Welcome to our Annual Meeting of Stockholders (the “Annual Meeting”) of National Fuel Gas Company (the “Company”). In order to provide a fair and informative Annual Meeting, your cooperation in observing the following Rules of Conduct and Procedures will be greatly appreciated.

1. Our Company’s Bylaws describe requirements for meetings of our stockholders and the Chair of the Annual Meeting will conduct the meeting consistent with those requirements.
2. Because this is a meeting of our stockholders, only our stockholders are permitted to attend or ask questions during the Annual Meeting. You need to have held stock as of the close of business on the record date of January 12, 2026 to vote or submit questions while participating in the virtual Annual Meeting. **To vote or submit questions, please login to www.virtualshareholdermeeting.com/NFG2026 as a Stockholder by entering the 16-digit control number you received with your proxy materials.** If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company’s inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.
3. The business of the Annual Meeting will be taken up as follows: all of the matters properly before the meeting shall be presented, and then voted on by the stockholders; then there will be an opportunity for a question and answer session. The only business to be conducted at the meeting are the matters set forth in the Company’s Notice of 2026 Annual Meeting of Stockholders and Proxy Statement, dated January 23, 2026.
4. If a stockholder has a question about one of the matters in the Agenda to be voted on by the stockholders at the Annual Meeting, such question may be submitted in the field provided in the web portal at or before the time the matters are before the Annual Meeting for consideration. We will answer questions on any matters in the Agenda to be voted on by the stockholders at the Annual Meeting before the voting is closed.
5. Following adjournment of the formal business of the Annual Meeting, the Company’s CEO will give a presentation about the Company’s business. At the conclusion of this presentation, the CEO will address appropriate general questions from stockholders regarding the Company. Such questions may be submitted in the field provided in the web portal during the Annual Meeting.
6. To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to two questions. It will help us if questions are succinct and cover only one topic per question. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
7. Stockholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all stockholders will be paramount. The Company does not intend to address any questions that are, among other things:
 - irrelevant to the business of the Company or to the business of the Annual Meeting;
 - related to material non-public information of the Company;
 - related to personal grievances or derogatory references to individuals or that are otherwise in bad taste;
 - repetitious statements already made by another stockholder;
 - in furtherance of the stockholder’s personal or business interests; or
 - out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Corporate Secretary in their reasonable judgment.
8. If any stockholder has a specific question not related to the Annual Meeting and the matters properly before the meeting, such questions may be raised separately after the Annual Meeting by contacting Natalie Fischer, Director of Investor Relations at (716) 857-7315 or fischern@natfuel.com.
9. The Chair may, in his discretion, limit the time and extent of any discussion and the time and extent to which any person or persons may be heard. If the Chair decides that the meeting has become disorderly, a technical malfunction occurs or other significant problem arises that disrupts the meeting, he may, in his discretion, either terminate discussion on the matter giving rise to the disorder, call for a vote thereon or, if appropriate, adjourn the meeting.

10. All questions raised as to the procedure being followed at the meeting shall be decided by the Chair. The Chair may consult with such persons as he deems appropriate in arriving at decisions regarding conduct of the meeting.
11. Recording of the Annual Meeting is prohibited. A webcast playback will be available at www.virtualshareholdermeeting.com/NFG2026 24 hours after the completion of the meeting.

IF YOU ARE HAVING TECHNICAL DIFFICULTIES DURING THE MEETING, PLEASE DIAL TOLL FREE 844-986-0822 OR INTERNATIONAL 303-562-9302 FOR TECH SUPPORT.

Thank you for your cooperation and for joining the Company at the Annual Meeting.