2022 NTEC OPERATIONAL REPORT

EXPLORING NEW HORIZONS





Navajo Transitional Energy Company

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HONORABLE NTEC MEMBER REPRESENTATIVES:

We are pleased to present Navajo Transitional Energy Company's 2022 Operational Report. This year has been one of growth and diversification. In 2022, we reached significant milestones in our efforts to expand operations into projects that will support a secure, US-based clean energy future such as solar, lithium, and helium. This growth towards clean energy not only helps the environment, but also ensures that we remain competitive while continuing to build a resilient future for the Navajo Nation.

Our clean energy initiatives complement our existing coal operations, where we have taken significant strides to ensure that they are safe, efficient, and environmentally friendly. These efforts have earned national recognition for reclamation and safety.

We are excited about the future and remain dedicated to delivering value to the Navajo Nation. We are also fully committed to giving back to the communities we are proud to call home, changing lives for the better.

We hope that this report provides you with insight into our operations and the progress we have made toward achieving our goals in 2022. We look forward to creating a future we can all be proud of, together.

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Sincerely,

Vern K. Lund Chief Executive Officer

Tim McLaughlin Chairman of the Board

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NAVAJO NATION

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Corners Power Plant

PORTUNITIES

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OUR CORE VALUES

At Navajo Transitional Energy Company LLC (NTEC), we live our values - not just at work, but in the community, and as active leaders of a cleaner energy future. Our values are tied to the Navajo Nation and its people, who are the stewards of the land on which we are privileged to manage our business. We believe in accountability, integrity, and a pursuit of excellence, in our work and in our role as part of the Navajo Nation's collective fabric.



WE DO THE RIGHT THING

We are caretakers. NTEC goes the extra mile to protect the land, the water, the air, and its living things, because we believe in leaving things better. We're honest, transparent, and committed to doing what's best for our communities, employees, customers, and shareholder. We expect employees to think, be understanding, but also take personal accountability in their day-to-day interactions with other employees, vendors, regulators, customers and community members. We will always strive for continued excellence, not just the status-quo.



WE EMPOWER PEOPLE AND COMMUNITIES

We empower employees, people, and the communities where we live and operate. As neighbors, we give time, resources, and financial support to the people and organizations that help our communities flourish. We provide support to honor the Navajo People. Those we interact with are treated with respect and compassion. Safety of our employees and guests is a core tenet. We operate safely to ensure each employee goes home every night and can provide for their family. We take time to have fun and celebrate while creating an environment where people can grow and thrive.



WE ARE CREATING MULTI-GENERATIONAL SOLUTIONS

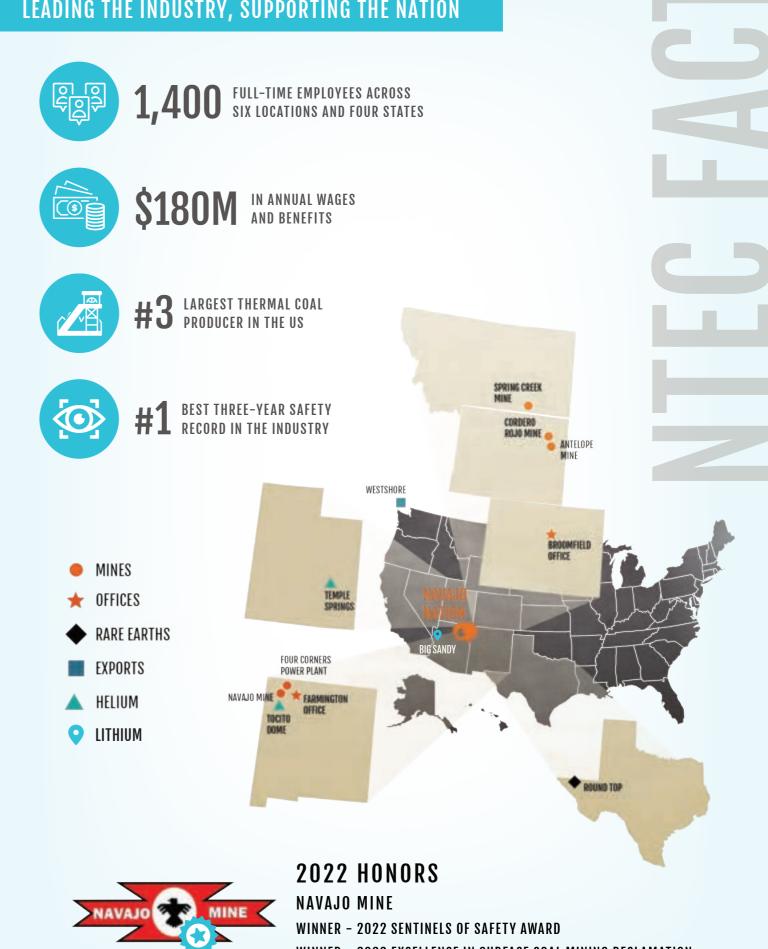
Through the development of a diversified portfolio, we honor our responsibility to improve the economic interests and well-being of the Navajo People and support their right to self-determination. We invest in unique assets that create balanced profits and reclaim natural resources to ensure their value for generations to come. Our operations have and will continue to provide for multi-generational energy security as we responsibly mine the assets in our trust while investing in the energy of tomorrow. Through education and charitable giving, we support our communities today and for the future.



WE OPERATE A WORLD-CLASS ENERGY COMPANY

Guided by a team with over 200 years of leadership and expertise in energy and mining, we operate with knowledge and integrity. Rooted in our stewardship of Navajo coal resources, our expertise in mining, and our belief in doing things right, we make sound investments, operate safely and efficiently, and plan for the future. We uphold our commitments to our customers, employees, communities, and shareholder.

LEADING THE INDUSTRY, SUPPORTING THE NATION





WINNER - 2022 EXCELLENCE IN SURFACE COAL MINING RECLAMATION

PROTECTING OUR PEOPLE



The National Mining Association's Sentinels of Safety award is the preeminent award for mine safety and is presented each year to the mine with the best safety record in the entire country. This award honors mining operations for recording the most hours (with a minimum of 4,000 hours) in a calendar year without a single lost-time injury. This is the first time in Navajo Mine's 59-year history to be recognized in the Large Surface Coal category. In 2018, NTEC won the Sentinels of Safety award for the safest Large Coal Processing facility.

2022 SAFETY MILESTONES **•**

At NTEC, safety is embedded in our culture. Not for the purpose of earning accolades (although the recognition is always appreciated) but because our number one asset is our employees. If we aren't safe, then our business isn't sustainable. We hold ourselves to a standard of excellence and shared accountability across projects and leverage new technologies to constantly evolve and improve our safety efforts. Don't take our word for it, check out our safety milestones from 2022.

NAVAJO MINE

- In August, the Navajo Mine achieved five years without a lost time accident and 3.6M employee hours.
- Sentinels of Safety Award National Mining Association
- Safety Award for Large Surface Mine • Rocky Mountain Coal Institute

SPRING CREEK MINE

In December, the Spring Creek Mine achieved six years without a lost time accident and 3M employee hours.

NTEC had the lowest injury frequency rate of the top 27 coal producers across a three-year average at just 0.44, well below the industry average.

HONORING OUR CULTURE AND HISTORY

EXCELLENCE IN RECLAMATION

Our commitment to the careful stewardship of the land is a cornerstone of our business, and essential to strengthening our connection to the culture and history of the Navajo Nation. We honor the legacy of those who cared for this land long before our time by reclaiming the acreage disturbed through our work and reestablishing native habitats.

NTEC MINE	ACRES OF	RECLAN
Antelope		
Cordero		
Navajo		
Spring Creek		
TOTAL		

NATIONAL AWARD FOR EXCELLENCE IN SURFACE COAL MINING RECLAMATION: NAVAJO MINE

NTEC worked diligently for years to earn this honor by bringing 61 acres of the Upper Chinde Wetland Complex and Lower Chinde Wash Wetlands back to life at the Navajo Mine.

The project involved geomorphic reclamation techniques, soil mitigation, vegetation re-establishment, headcut stabilization, wildlife management, and hydrologic inputs. Previously vacated by almost all wildlife, this complex, biodiverse area has now been restored as a native riparian and wetland habitat, home to a variety of species ranging from birds to badgers, beavers, and bobcats. This reclamation project has also made the land more resilient to drought conditions.

MATION TO DATE	
6,567	
7,254	
8,933	
1,598	A Designed and the second
24,352	The lot of the second
	State of the second sec

NTEC OPERATIONAL REPORT - 2022



With a focus on diversifying our operations and increasing the long-term sustainability of our business, NTEC continues to aggressively bid on large-scale solar projects on reclaimed mine land. We have invested nearly \$814k in solar initiatives to date and have submitted 12 large bids for solar projects.

SOLAR IN THE COMMUNITY

In addition to merchant solar projects, NTEC is committed to providing offgrid community members of the Navajo Nation access to electricity through the installation of home and community solar projects free of charge. In 2022, we completed eight home solar installations in partnership with Native Renewals, Inc. For the first year following installation, NTEC provides technical assistance and supports families with planning their solar power usage. These projects are at no cost to the families who are selected for the program but have a number of priceless benefits.

One such benefit is that the upgrades we make during the installation process bring home wiring up to code. This provides eligibility gateways to other grants or programs that will further enhance the quality of life of participants. Examples include indoor plumbing, sanitation, and water access.



LIGHTED FLAG POLES: In 2022, NTEC worked to install solar lights at the Dennehotso Chapter House, and solarpowered lighted flag poles for the San Juan Chapter House on Navajo Nation.

ON THE UP & UP

NTEC HELIUM

At our Tocito Dome operation on the Navajo Nation, we're continuing to expand our helium production abilities. Not only is helium a safe and clean natural resource, but the Navajo Nation is blessed with some of the largest and purest helium reserves in the United States. This is great news for the longevity of our helium project, which provides vital revenue to the Navajo Nation from taxes and royalties.

Specifically, in 2022, NTEC's helium operation provided \$1.32 million in royalties and taxes to the Navajo Nation. We project the success of our helium project will continue to grow over the course of the next few years.

For more information about helium, including safety information and its broad variety of uses, please visit our helium webpage at www.navenergy.com/helium.

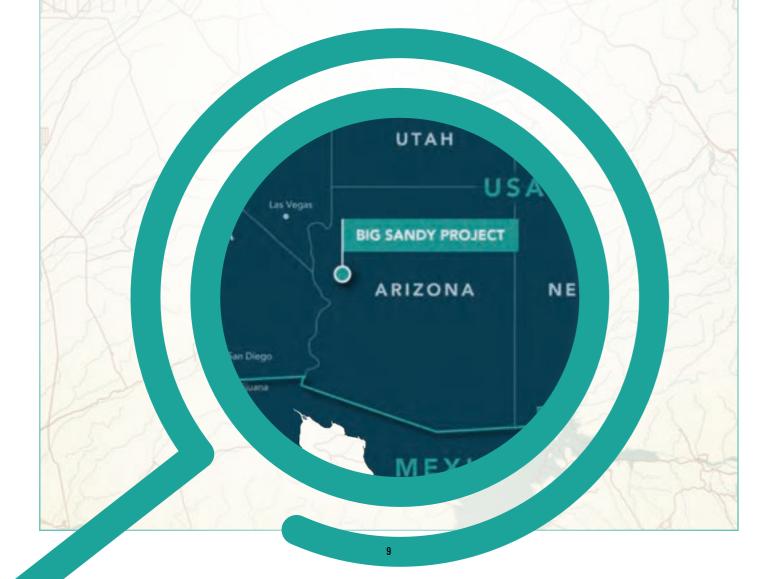


PLANNING OUR FUTURE

THE BIG SANDY LITHIUM PROJECT

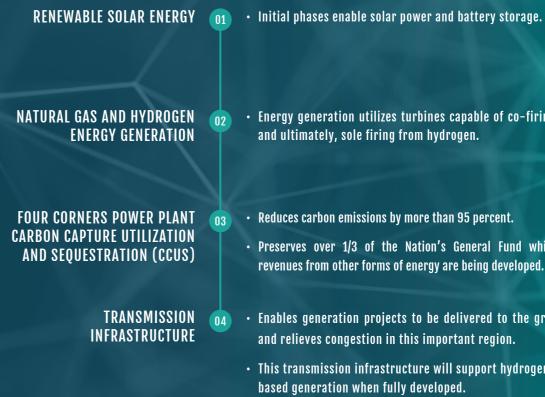
This year, NTEC was proud to join Arizona Lithium Limited (AZL) in a strategic alliance to explore the development of The Big Sandy Lithium Project in Arizona. The project is important to securing access to a clean energy future.

Lithium is absolutely vital to all aspects of the desired expansion of renewable generated electrification and electric powered vehicles. Responsible development of US-based lithium resources is essential to ensure stable and environmentally sound supplies of this material. Through our alliance with AZL, NTEC has committed to leading the operational development of Big Sandy including permitting, mine design, drilling environmental assessments, construction, and contract mining operations. NTEC is also committed to working with the local tribes near the site to ensure collaboration during development.



NTEC NAVENERGY HUB

The NavEnergy Hub is NTEC's vision for how the Navajo Nation can be a leader in energy transition. The NavEnergy Hub will provide diversified, clean, dependable energy while ensuring a consistent then increasing financial benefit to the Navajo Nation. The existing resources found within the boundaries of the Navajo Nation, specifically, in the Four Corners region, are capable of providing:



The NavEnergy Hub offers a renewable, sustainable energy operation that would preserve vital jobs and funding for the Navajo Nation. Through clean energy technologies such as solar, gas and carbon capture, the NavEnergy Hub will ensure energy supply and provide the Nation with vital continued revenue.

• Energy generation utilizes turbines capable of co-firing and ultimately, sole firing from hydrogen.

• Reduces carbon emissions by more than 95 percent.

• Preserves over 1/3 of the Nation's General Fund while revenues from other forms of energy are being developed.

• Enables generation projects to be delivered to the grid and relieves congestion in this important region.

• This transmission infrastructure will support hydrogenbased generation when fully developed.

NavEnergy Hub Benefits

- Responsibly transitions the Navajo Nation and areas it powers to clean energy.
- Reduces emissions of coal energy generation by 95 percent.
- Utilizes reclaimed mine land and existing transmission infrastructure.
- Paves the way for hydrogen-based energy generation.

LIVING OUR COMMITMENT TO THE NAVAJO NATION

CREATING A POSITIVE ECONOMIC IMPACT

NTEC is devoted to providing sustainable financial and economic resources to its sole shareholder, the Navajo Nation. Our driving purpose is to give the Nation financial strength, jobs, and community benefit through sovereignty over its natural resources.

In 2022, NTEC's total economic contribution to the Navajo Nation exceeded \$132 million. This includes taxes and royalties paid by NTEC from the Navajo Mine, Four Corners Power Plant, and NTEC Helium, as well as payroll to employees on the Nation, contracts with qualified Navajo contractors, and charitable donations, detailed below. This year's contributions to the Navajo Nation reflect our continued commitment to the Nation's prosperity.

SUPPORT	TOTAL NTEC CONTRIBUTION
Taxes & Royalties	\$63,490,000
Employment Wages	\$56,050,000
Navajo Vendors/Contractors	\$7,240,000
Community Benefit Fund	\$250,000
Scholarships, Education & Other Community G	iving \$1,510,000
CHRP*	\$3,710,000
TOTAL	\$132,250,000
	NTEC Economic Impact on the Navajo Nation in 2022
* Calculated economic value based on total replacement cost if Navajo Mine were to c	lose.

THE IMPORTANCE OF NAVAJO MINE & FOUR CORNERS POWER PLANT **DIGGING DEEP FOR A BRIGHTER FUTURE**

NAVAJO NATION GENERAL FUND

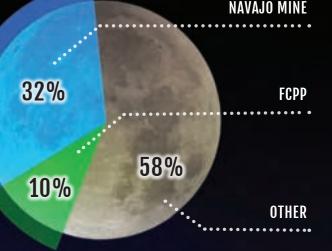
The Navajo Mine and Four Corners Power Plant (FCPP) contributions together accounted for 42 percent of the Navajo Nation's General Fund in 2022.

> Navajo Mine is at the heart of NTEC's operations and is an economic hub for the Navajo Nation and its members. It provides stable jobs, consistent energy resources, and support to the community. The Navajo Mine and Four Corners Power Plant together account for tremendous contributions to the Nation.

> The combined royalties, taxes, wages, and vendor/contractor payments made by Navajo Mine and FCPP in 2022 alone contributed \$179.9 million directly to the Nation's economy. Of that, \$79 million went to the Navajo Nation.

TOTAL COMBINED	\$179,92	20,000
Navajo Vendors/Contractors	\$7,010,000	\$2,910,000
Employment Wages	\$53,800,000	\$37,210,000
Taxes & Royalties	\$61,040,000	\$17,950,000
SUPPORT	NAVAJO MINE	FCPP

Navajo Mine & FCPP Economic Impact on the Navajo Nation in 2022



NAVAJO EMPLOYEES & ECONOMIC OPPORTUNITIES

We are proud to work with Navajo and Native vendors, and prouder still of our Navajo and Native American employees. Their culture is a huge part of our culture, and one of the ways NTEC sets itself apart from the competition. We offer above-average wages, ongoing job training, and are committed to the health and safety of our employees.

In 2022, NTEC provided nearly 360 jobs at the Navajo Mine site, and more than 270 at FCPP. Across both projects, a majority of these roles, 86 percent, were filled by members of the Navajo Nation.



80% NAVAJO

UPWARD MOBILITY NAVAJO MINE PROMOTIONS TO LEADERSHIP POSITIONS Since NTEC took over Navajo Mine operations in 2017, four out of every five employees promoted to key leadership roles, or 80 percent, have been Navajo.

PROFESSIONAL DEVELOPMENT AND TRAINING

1,900

TRAINING HOURS

NTEC MINE

RESCUE

TEAMS

We take pride in supporting our employees as they work to develop new skills and seek professional development. We prioritize internal trainings so that we can encourage people to develop their careers with NTEC. Our internal promotions and professional development hours from 2022 showcase our commitment to employee development.

NTEC maintains Mine Rescue Teams at all its locations. Due to the remote nature of our mine locations, emergency medical services are not close at hand. Mine Rescue Teams (MRT's) are trained in advanced rope rescue, first aid and life saving techniques in addition to their normal duties at the mine. Each year, the teams dedicate numerous extra hours to training to ensure the safety and security of all mine employees.

Of the 1,900 employee hours invested in professional development training each year, 70 percent are completed by Navajo employees.

HEATING THE HOGAN

COMMUNITY HEATING RESOURCE PROGRAM

Each winter, NTEC opens its Community Heating Resource Program or "CHRP" to every Navajo Chapter and Hopi village. The program provides free coal to all members of the Navajo Nation to heat their homes. The coal is bulk delivered to all Chapters across the Nation and individuals can also visit Navajo Mine to receive one ton of coal per truck, providing up to a month of heating for a typical residence. Due to the exceptionally cold winter, 2022 was a record-setting year for the CHRP program. NTEC provided approximately 4,500 additional tons (a 38-percent increase) of coal to these communities than it had donated any previous year. Bulk deliveries have grown 79 percent over the last year, jumping from 104 deliveries to 186 (or 3.720 tons).

15



CHRP 2022

\$3.7M **OF TOTAL ECONOMIC** VISITORS TO NAVAJO MINI

VALUE PROVIDED* 11

16,611 TONS OF COAL DISTRIBUTED





BULK DELIVERIES TO 84 COMMUNITIES



* Calculated economic value based on total replacement cost if Navajo Mine were to close

COMMUNITY SUPPORT & GIVING

At NTEC, we're not just in the community, we're an active part of it. Every year we work with our neighbors and Chapters across the Nation to understand their most pressing needs and do our best to support them. Those needs are varied and can sometimes be immediate as communities face unforeseen emergencies. It is important to us that no matter what, community members know they can count on us. We provide resources to make difficult times gentler, and fun times, well. more FUN!

From sponsoring events, supporting vital cultural initiatives, bringing heat and electricity to rural homes, or funding emergency supplies in response to disaster, NTEC has our community's back no matter what.

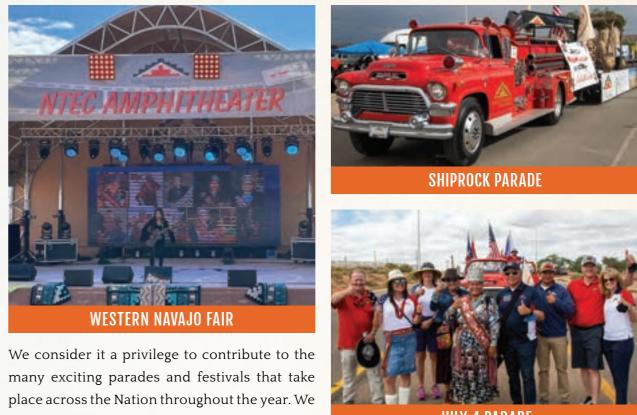


MISSING & MURDERED INDIGENOUS WOMEN AWARENESS WEEK

NTEC is proud to support Missing and Murdered Indigenous Women Awareness Week every year. Working with Behavioral Health and Navajo Nation Police, we sponsor the main powwow and other events held around the Nation that help shed a light on this important issue and show support for the Native women in our community.







provide volunteer support, resources, catering services for free community BBQs, and ensure that the entertainment is second to none.



FARMINGTON CHRISTMAS PARADE



BOOTS FOR COPS

JULY 4 PARADE

RESPONDING TO IMMEDIATE NEEDS

We know that some community needs simply cannot be foreseen. We strive to be a reliable support and resource when challenging circumstances come to our neighbor's doorstep. Here is a sampling of our response efforts in 2022:

- (\rightarrow) Made post-storm repairs to New Beginnings Domestic Violence Shelter, and donated wood to a local family for heat.
- \bigcirc Supplied water during a state of emergency that washed out the roads to the Sanostee Chapter, and later helped repair the roads as well.
- \bigcirc Provided supplies to the senior Meals-to-Go program for the Sanostee Senior Center.
- (\rightarrow) Paid for the celebration of life lunch for Navajo Code Talker Sam Sandoval.
- ← Purchased boots for the newly graduated Navajo Nation Police Cadets.

MAJOR SPONSORSHIPS

Every year, NTEC is honored to sponsor community events. In 2022, those events included:





MISS NAVAJO NATION PAGEANT

As the primary sponsor of the Miss Navajo Nation Pageant every year, we're proud to celebrate the traditions of the Navajo Nation and the women who keep them alive. During the pageant, single Navajo women compete in several categories, including sheep butchering (this includes naming the parts in Navajo), Navajo language skills, and cooking.

NAVAJO YES CODE TALKER MARATHON

Each year, Navajo Yes, an organization that is dedicated to helping Navajo members lead a healthier lifestyle, hosts a marathon that honors the Navajo Code Talkers from WWII.

GALLUP INTER-TRIBAL CEREMONIAL

The Gallup Inter-Tribal is one of the largest gatherings of Native and Indigenous peoples from around the US and the world. Participants come together to celebrate the diversity and beauty of Native culture, dancing, and art.

TOTAH FESTIVAL

Every year in Farmington, the community comes together to celebrate all forms of Navajo art, including clothing design and artists of many mediums, at this unique festival.

NENAHNEZAD ETHNO-AGRICULTURAL FESTIVAL

This festival is a special, local Chapter event to celebrate the fall harvest.

CAREER PREP FOR YOUNG ADULTS

We're proud members of a group of companies that travels to high schools across the Navajo Nation to explore STEM-related career opportunities with students. During STEM-sation, students are encouraged to engage with real-life STEM employees by asking questions about their careers, career paths, and opportunities in the sector.



NTEC believes that the youth of today are the leaders of tomorrow, and we actively support their exploration of a wide variety of activities that encourage learning, specifically in the areas of Science, Technology, Engineering and Mathematics (STEM). We sponsor a number of unique programs that provide hands-on learning opportunities, sometimes including site visits to NTEC locations. We love to see the sparks of joy and engagement that these activities can bring to young people as they foster their understanding of the world and get excited about STEM topics.

EDUCATIONAL PROGRAMS

In partnership with Girls Scouts - Arizona, NTEC sponsored the Girl Scouts Annual Stem Camp at the Diné College Campus in Tsalle, Arizona. The event took place June 10-12 and had an Astrology Theme.

CARBON ROCKS!

Each year, NTEC hosts Carbon Rocks! Teacher Workshops, providing hands-on learning about power generation and transmission, including a tour of the Navajo Mine.

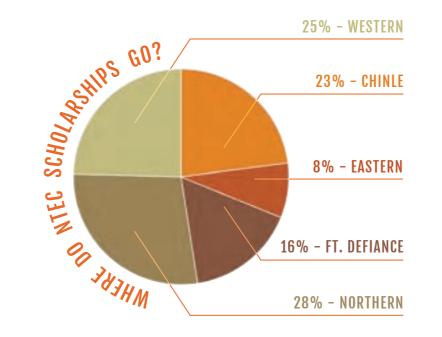
ROBOTICS TEAMS

Created in partnership with New Mexico MESA, NTEC has worked to establish Robotics programming at five schools across Navajo Nation. NTEC provided the state-of-the-art robotics kits and sponsored the lead consultant to teach the students about robotics to make the program happen. We also sponsor the springtime robotics competition.



SCHOLARSHIPS FOR NAVAJO STUDENTS

Every year NTEC supports Navajo students who are committed to continuing their education through our scholarship program. Scholarships are awarded to students exploring a wide variety of fields, from science to engineering, public health to technology, and more. We believe every Navajo student deserves an opportunity to apply for a scholarship from NTEC. In 2022, we awarded 30 students with scholarships, in disciplines needed for a wide variety of operations.



* San Juan College did not track our scholarships by agency



ADDITIONAL EDUCATION DONATIONS



DINÉ COLLEGE

NTEC provided \$20,000 to support the national accreditation of the Diné College's new Master of Administration (MBA) program, seminars, and programs that incorporate traditional Navajo teachings into business management and STEM classes.



NAVAJO TECHNICAL UNIVERSITY

NTEC donated \$20,000 to NTU to support the purchase of equipment for welding, electrician, and culinary arts programs. Students in the welding and electrician programs attend classes while also working part-time at Navajo Mine to gain immediate, hands-on experience.

2022 SCHOLARSHIP AMOUNT

	_
\$15,000	
\$15,000	
\$15,000	
\$20,000	
\$46,000	
\$111,000	
Scholarships Awarded to Navajo Students in 2022	

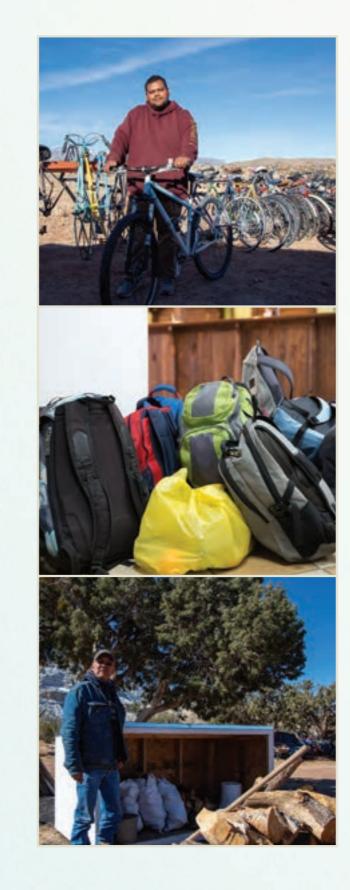
COMMUNITY BENEFIT FUND

\$250,000 AWARDED IN 2022

In addition to the numerous sponsorships, grants, donations, and activities NTEC provides throughout the year, we also offer funding to local projects through our annual Community Benefit Fund (CBF). Since its founding in 2015, the CBF has provided between twenty-five and thirty-five different non-profit or Navajo Chapter organizations recognition and financial support through microgrants. These grants are typically awarded to organizations working on projects related to education and youth development, environmental stewardship, economic development, or cultural sustainability. To date, NTEC has awarded more than \$1.8 million in microgrant funds through the CBF. Recipients for 2022 are listed below.

ORGANIZATION	PROJECT
4Corners K-9 Search+Rescue	Project Find
Aztec Municipal School District	Kinteeldi Olta Culture Celebration
Big Brothers Big Sisters of San Juan County (BBBS-SJC)	Native American Mentoring Initiative
Boys & Girls Club of Farmington	Career Exploration and Post-Secondary Pathways
Chinle Chapter Government	Wood For Life
Cornfields Chapter	Cornfields Community Basketball Court
Crownpoint Chapter - Headstart Unit I / II	Outdoor Playground Shade Coverage
Don't Meth With Us Foundation	Don't Meth With Us
Farmington Rio del Sol Kiwanis	Kiwanis Clothes for Kids
IGW Children's Hope Foundation, Inc.	Children's Comfort and Safety
Kirtland Youth Association, Inc. Character, Co	ommitment, Compete - Playing for a Healthy Mind & Body
Native Renewables, Inc. Na	ative Renewables Hozho Homes Off- Grid Solar Equipment
Navajo Way	2023 Volunteer Income Tax Assistant
Nazlini Chapter Government	Community Bulletin
New Mexico Assoc. for the Education of Young Children (NMAEYC)	Growing STEM Leadership for Early Childhood Ed.
NMSU Cooperative Extension Service's Navajo Sustainable Agriculture Pro	ject Empowering Navajo Livestock Producers
Newcomb Chapter	Newcomb Chapter Playground Area
Northwest New Mexico Arts Council	Saad ak'e'elchi' "Navajo/English Poetry"
Red Feather Development Group	Native Home Resource Network-4 Corners
San Juan County Life Skills Foundation-First Tee Four Corners	Life Skills Academy-Shiprock
Seeds of Harmony, Inc.	Plant the Rain Seed
Sexual Assault Services of NW New Mexico (SAS) Healthy Re	lationship Ed. in the Central Consolidated School District
Teesto Chapter	Walking Trail
Tres Rios Habitat for Humanity	Building New Homes
Window Rock Unified School District	Student Wellness

COMMUNITY BENEFIT FUND HIGHLIGHTS



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NAVAJO YES BIKE PROJECT

Navajo YES has organized many outdoor events including bike races on the Navajo Nation to spur healthier lifestyles. To ensure everyone can participate in biking events, Navajo YES gives refurbished bicycles to people who would like to participate but might not have the means to get their own bike. Using the CBF, Navajo YES was able to purchase equipment to repair bikes and keep this important aspect of their work going.

ECHO FOOD BANKS BACKPACKS FOR KIDS

Through this community-based initiative, school-aged children who face food insecurity are provided with backpacks filled with nutritious food that they can take home over weekends and holiday breaks. This helps ensure that they have access to healthy and nourishing meals even when they are not in school, which can alleviate hunger and promote better health outcomes.

KAYENTA CHAPTER WOOD/COAL STORAGE

With hard winters comes the need for reliable, dry storage of wood and fuel for warmth. This can be a challenge for some elders in particular, and through CBF, NTEC was able to support the development of small sheds for Kayenta Chapter members to support this particular need.

AT NTEC, WE BELIEVE A GOOD TRACK RECORD SPEAKS FOR ITSELF.

