



April 1, 2025

ENEOS Xplora Inc.

New President Inaugural Address

ENEOS Xplora is pleased to announce the New President (Yasuhiko Oshida) inaugural address as follows.

1. Our Role and Mission

The ENEOS Group is dedicated to contributing to society grow through creativity and innovation in the fields of energy, resources, and materials. As the principal operating company of the ENEOS group, we are committed to ensuring a stable supply of energy through the development and production of oil and natural gas based on the subsurface technology we have built up over the years. In addition, we aim to expand an "Environmental solutions business". We believe this "Two-Pronged approach" brings not only to realize the mission of the entire ENEOS Group, but also to contribute to the group's overall growth and competitiveness.

2. Key Elements for Future Growth of Company

In order to realize the future growth of our company, it is crucial to focus on the following three points:

① Commitment to Safety, Environment and Health

Our business demands high levels of safety and reliability. We continually emphasize our fundamental principle: "Safety First". Moreover, environmental and health considerations are vital prerequisites for our activities as a responsible member of society. Let us take pride in delivering high-quality outcomes.

② A Spirit of Challenge and Ambition

The energy industry is currently undergoing a major transition. We face the "Energy Trilemma," which requires us to address three conflicting challenges: energy security, affordable energy, and environmental sustainability. To tackle this complex issue, we must continuously challenge ourselves by transcending precedents and conventions, carefully assessing risks, and creating new value. To achieve this, we should consistently maintain a purpose-driven approach, continuously reflecting on our future direction and striving for collective growth.

③ Systematic and Agile Decision-Making

Our business is shaped by changes in external environments such as market fluctuations, competitive dynamics, regulatory requirements, and technological advancements. To effectively capture market and customer needs in the timely manner and respond with agility, appropriate and swift decision-making is essential. Each of you is expected to strengthen your capability to think and act systematically.

3. Expectations for Employees

Realizing these goals requires collective strength of the entire organization. We encourage everyone to engage in open dialogue both internally and externally, actively participate in discussions and collaboration, and strive to become individuals who think independently, act autonomously, and lead themselves forward. By breaking out of your shell, you can fully embrace challenges and expand your potential.

Finally, ENEOS Xplora plays an important role in supporting the growth of the ENEOS Group. As we tackle the huge challenges of ensuring a stable energy supply and environmental sustainability, we will continue to create new value. We stand at the forefront of this challenge. Let us maximize this opportunity and shape the future together.



President Oshida addresses the inauguration ceremony.

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