



January 5, 2026  
ENEOS Xplora Inc.

## **2026 New Year's Message by President Oshida**

Happy New Year to everyone.

Below is the New Year's Message from our president, Mr. Oshida, delivered to employees on January 5, 2026.

### 1. Change of Company's Head Office

This New Year marks the first time we are welcoming the year at our new head office in Azabudai Hills. We intend to take full advantage of this new environment to further encourage interaction between staff and collaboration across departments and positions. By doing so, we aim to turn the various challenges into tangible results.

As the principal operating company of the ENEOS Group, we are committed to developing and producing oil and natural gas, leveraging the subsurface technology we have built over the years. Our mission is to ensure a sustainable supply of energy, for which demand is expected to continue increasing for decades, and to contribute to the creation of a prosperous future.

As we have repeatedly stated on various occasions, realizing this mission 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 are self-stood, self-motivated, and self-guided to create value.

### 2. Transfer and Integration of Natural Gas Business within the ENEOS Group

As already announced, the integration of ENEOS's gas business into our company has been decided, effective April 1st this year. Through this integration, the entire natural gas supply chain – from upstream to midstream and downstream – will be unified under one structure. This will enable optimal allocation of capital and human resources and allow for faster, more effective decision-making. In doing so, we will capture new business opportunities and advance the realization of the Group's growth strategy.

### 3. Beliefs and Expectations for Each Project

In Vietnam, our subsidiary Japan Vietnam Petroleum Company began operations under the new PSC for Block 15-2 last year. In addition, we have concluded an MOU for a CCS Project in Vietnam. We aim to make it a new year that leads to further advancements in Vietnam.

In Malaysia, we reached a historic milestone of the 10 year-expansion of the SK10 PSC last year.

This year, in collaboration with Petronas, we will make further progress toward the realization of the “BIGST Project”. We will continuously pursue new business opportunities in Malaysia as well.

The Nakajo Office in Niigata Prefecture will increase production of natural gas dissolved in water and iodine through phased additional development, building a more robust business structure that can sustainably generate income.

Projects in Indonesia and Papua New Guinea are major contributors to our cash flow. Last year, in the Tangguh LNG Project in Indonesia, we advanced the “UCC Project”. In Papua New Guinea, the Papua LNG Project is advancing towards a Final Investment Decision. We will continue to fully cooperate with each partner to further expand our business in both countries.

Middle East projects also continue to produce steadily. We will work closely with the governments of oil-producing countries and our business partners to ensure safe and stable operations.

The Petra Nova project in the U.S. is our flagship CCUS project. We will strive to make safer and more reliable operations and increase CO<sub>2</sub> storage capacity.

Regarding our domestic CCS projects, we are going to proceed with the two projects step by step that have been formally selected by JOGMEC as the Japanese Advanced CCS Projects.

#### 4. Conclusion

The major prerequisites for achieving what I have described are HSE and Compliance. Let us continue to focus on these efforts.

I would like to wish all employees and partners in the world, as well as their families, good health and prosperity.

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President Oshida delivering the New Year's address