



September 1, 2026

ENEOS Xplora Inc.

New President Inaugural Address

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

1. ENEOS Xplora's Competitiveness and Potential

ENEOS Xplora is a global company operating not only in Japan but around the world. Our businesses include E&P, natural gas liquefaction and domestic sales business, as well as CCS/CCUS. I believe the source of that competitiveness lies not only in our assets and interests, but ultimately in our people and technology. This is why I see great potential in ENEOS Xplora.

2. What I Will Value in Management

As President, I will place particular importance on the following three principles in leading the company.

① Safety and Compliance

Our business can only exist when safety and compliance are firmly in place. No matter how strong a strategy or business opportunity may be, we must never compromise on safety or compliance. This is a fundamental principle that we must never forget.

② Taking on Challenges

The energy industry is undergoing major changes, and no one can accurately predict the future. That is why it is important to think for ourselves, take on challenges, and continue learning. I encourage everyone to take on challenges proactively without fear of failure.

③ A Strong Commitment to Results

Throughout my career, I have been deeply committed to identifying issues, making improvements, and delivering results. As the world changes dramatically, the assumptions and past successes on which



we have relied may not continue to work. That is why I want you to keep asking yourselves, “why we do things this way” and “whether there might be a better approach”. The steady accumulation of improvements in our daily work is also essential. I encourage everyone to think and discuss matters thoroughly, cooperate with one another, move forward with persistence, and translate our efforts into results.

3. Expectations for Employees

I have two requests for everyone. First, I ask that you speak up openly, whether the information is good or bad. Second, I ask that you consider what is best for ENEOS Xplora and for the ENEOS Group. The perspectives and actions of everyone will build the strength of the entire ENEOS Group.

In closing, I attach great importance to the words, “People are the key to accomplishing great things.” In every era, it is people who open the way to the future. By continuing to value dialogue with everyone, I will work together with you to achieve ENEOS Xplora’s next stage of growth.



President MURAHASHI delivering his inaugural address