



ENEOS REPORT
ESG DATA BOOK 2025

ENEOS Holdings, Inc.

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Editorial Policy

This website was developed to inform stakeholders of specific challenges, approaches and initiatives of the ENEOS Group in terms of environmental, social and governance (ESG).

In the editorial process, we referenced the Global Reporting Initiative (GRI) Standards, a set of international reporting guidelines, and the Environmental Reporting Guidelines (2018 edition) published by Japan's Ministry of the Environment, as well as the assessment items of major ESG rating organizations. Each year, we continue to expand our disclosure of important ESG-related information.

We also publish the [Integrated Report](#),¹ which includes information about our medium- to long-term growth strategy (value creation story). We encourage readers to use the Integrated Report in conjunction with this website.

Scope

This website covers ENEOS Holdings, Inc., ENEOS Corporation, ENEOS Xplora Inc.¹, ENEOS Materials Corporation, ENEOS Power Corporation, ENEOS Renewable Energy Corporation (hereinafter, "ENEOS Holdings and principal operating companies"), and JX Advanced Metals Corporation², as well as other subsidiaries and affiliated companies, for a total of 747 companies. In cases where the scope is different from the above, the relevant scope is indicated.

1 The trade name in English was changed from JX Nippon Oil & Gas Exploration Corporation to ENEOS Xplora Inc. on January 1, 2025.

2 On March 19, 2025, JX Advanced Metals Corporation was listed on the prime market of the Tokyo Stock Exchange, and conducted a partial sale of its shares, transitioning from a subsidiary to an equity-method affiliate.

Period Covered

This website covers fiscal 2024 (April 1, 2024 to March 31, 2025).

However, some information that pertains to April 2025 and later is also included.

Reporting/Disclosure Date

January 2026

(Previous issue: January 2025, next disclosure: January 2027)

Guidelines Used as Reference

- Global Reporting Initiative (GRI) Sustainability Reporting Standards
[Comparative Table with GRI Standards](#)
- Environmental Reporting Guidelines (2018 edition), Ministry of the Environment, Japan
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Enhancing Reporting Reliability

Environmental and social information for fiscal 2024 on this ESG Data Book website indicated with has been assured by an independent practitioner to ensure objective and reliable reporting.

Inquiries

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<https://www.hd.eneos.co.jp/english/contact/>

Disclosure Media Framework

Disclosure Media Framework



ENEOS Group Philosophy

Note: The ENEOS Group Philosophy is also referred to as "the Group Philosophy" in this report.

Mission

**Harnessing the Earth's power
for the common good and for the day-to-day life of each individual,
we will contribute to the development of our communities
and help to ensure a vibrant future
through creation and innovation in energy, resources, and materials.**

Our Five Core Values

As a member of
the community

High ethical standards

Based on our core principles of integrity and fairness, we conduct all of our business activities in accordance with our high ethical standards.

Supporting
day-to-day life

Focus on customers

We strive to meet the expectations and evolving needs of our valued customers and of society as a whole through the stable provision of products and services while creating new value as only we can.

For
a vibrant future

Taking on challenges

Taking changes in stride, we rise to the challenge of creating new value while seeking innovative solutions for today and tomorrow.

Moving forward

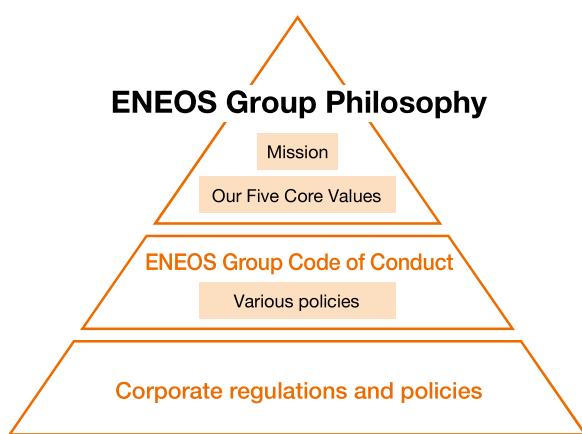
Looking to the future, we continue to grow, both as individuals and as a company, through the personal and professional development of each and every employee.

ENEOS Group Code of Conduct

The ENEOS Group Code of Conduct is also referred to as "the Group Code of Conduct" or "the Code of Conduct" in this report.

1. Positioning of ENEOS Group Code of Conduct

This ENEOS Group Code of Conduct (hereinafter referred to as the "Code of Conduct") is a set of standards that we, as the ENEOS Group directors, officers and employees, apply in order to realize the ENEOS Group Philosophy through our business activities and fulfill our social responsibilities. The Code of Conduct, as the foundation of all of our corporate regulations, shall serve as the cornerstone for making judgments in all of our business dealings.



2. Important Aspects in Living Up to the Code of Conduct

We, as the ENEOS Group directors, officers and employees, shall comply with this Code of Conduct when performing our duties.

When violations of this Code of Conduct are found, they shall not be overlooked, and each one of us must do what we can to deal with such issues.

Executives and supervisors shall fulfill their obligations according to their responsibilities so that all business operations are carried out in accordance with this Code of Conduct.

Ask yourself the following questions if you are in doubt as to what is the correct course of action in performing your day-to-day business operations.

- Is your conduct and the conduct of others around you in compliance with laws and regulations, the Code of Conduct, and high ethical standards?
- Can you unreservedly give an account of your conduct to the people around you, including your family and friends?
- Can you respond with confidence to questions about your conduct from third parties or the authorities, or reports by the media?

3. Applicable Scope of the Code of Conduct

In principle, this Code of Conduct is applicable to all directors, officers and employees who work at ENEOS Holdings, Inc., and its subsidiaries. We also encourage companies that are part of our value chain to comply with this Code of Conduct. These companies include, but are not limited to, suppliers of raw materials, logistics companies, construction companies, and sales companies.

4. Relation to National and Local Laws

We, as the ENEOS Group directors, officers and employees, respect this Code of Conduct, in addition to local laws and customs. National and local laws will take precedence over the Code of Conduct when the provisions of such laws are more rigorous than the Code of Conduct.

ENEOS Group Code of Conduct

1. Compliance
2. Safety and security
3. Environmental conservation
4. Health enhancement
5. Respect for human rights
6. Product and service quality
7. Equitable and fair transactions
8. Appropriate relationships with governments and public administrations
9. Avoidance of conflicts of interest
10. Corporate asset protection and management
11. Information management and disclosure
12. Establishment of a healthy work environment
13. Contribution to the development of civil society
14. Actions for violations and measures to prevent recurrence

 The full text of the ENEOS Group Code of Conduct is available on our website.

<https://www.hd.eneos.co.jp/english/about/conduct.html>

ESG Management

Basic Approach

To achieve sustainable growth, we must achieve social recognition of our value by building more credibility with our stakeholders through our response to social needs and the resolution of social issues through our business activities.

The ENEOS Group has accordingly formulated the Basic Policy for ESG Management.

Basic Policy for ESG Management

- (1) The intent of ESG management in the ENEOS Group is to realize the ENEOS Group Philosophy through the formulation of management and business strategies based on risks and business opportunities and the creation of economic value (earnings generated) and social value (contribution to the resolution of social issues) through business activities.
- (2) The ENEOS Group aims to be a group of companies that advances ESG management and earns the trust of stakeholders.

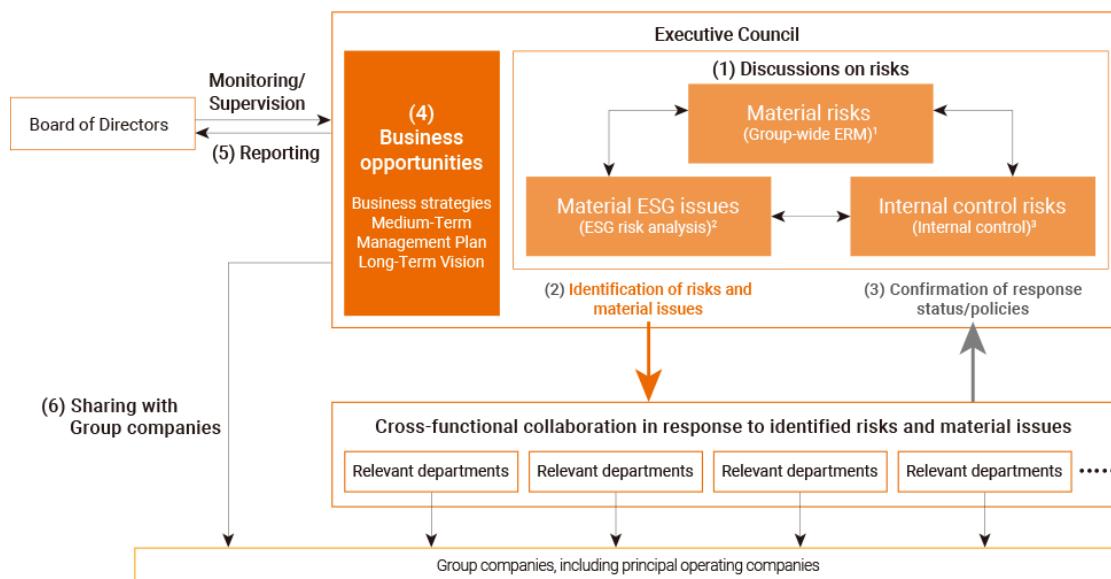
ESG Management Structure

Pursuant to its Basic Policy for ESG Management, the ENEOS Group has established a structure in which the ENEOS Holdings Executive Council, chaired by the CEO of ENEOS Holdings, formulates business strategies taking into account significant management risks and material issues, and manages the status of responses to identified risks and material issues.

Process for Identifying Risks and Material Issues and Confirming Response Status

1. Discussions on risks (once annually, in principle) (see (1) in diagram below)
The Executive Council comprehensively discusses the following matters to ensure effective discussion and quick decision-making.
 - Material risks identified through the enterprise risk management (ERM) system
 - Material ESG issues identified through ESG risk analysis
 - Internal control risks identified through the internal control system
2. Identification of risks and material issues and determination of responses and status confirmation (once annually, in principle) (see (2) and (3) in diagram below)
The Executive Council identifies risks and material issues, and under the guidance of the departments in charge at ENEOS Holdings, the relevant departments and principal operating companies work together in a cross-functional manner to develop and implement responses for the identified risks and material issues.
The Executive Council confirms the status of responses for the previous fiscal year and responses for the current fiscal year.
3. Discussion of business opportunities (at least once annually) (see (4) in diagram below)
The Executive Council discusses business opportunities when it deliberates on the Medium-Term Management Plan and fiscal year business plans, as well as the budgets based on these plans.
4. Reporting to the Board of Directors (at least twice annually) (see (5) in diagram below)
The Board of Directors passes resolutions on management strategies, the Medium-Term Management Plan and budgets, and also performs monitoring and supervision of the execution status by receiving reports (twice annually, in principle) on risks and material issues identified by the Executive Council and on the status of responses.
5. Sharing with Group companies (as needed) (see (6) in diagram below)
We share and communicate the identified risks and material issues with all Group companies with the intention of having each Group company reflect them in their business strategies.

ENEOS Group ESG Management Structure



1 For details, see [Enterprise Risk Management \(ERM\)](#).

2 For details, see [Verifying and Identifying Material ESG Issues](#).

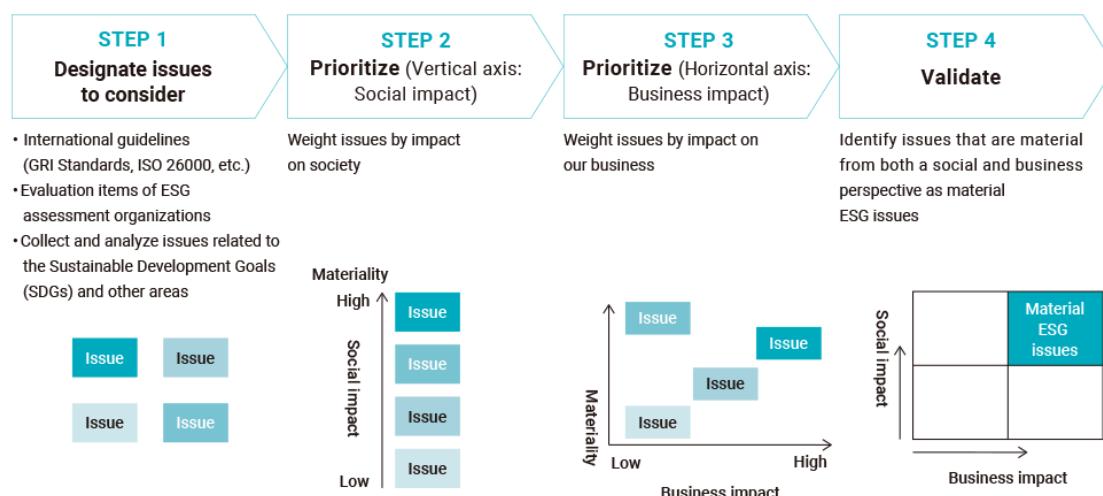
3 For details, see [Internal Control](#).

Verifying and Identifying Material ESG Issues

The Group identifies material ESG issues every year based on various guidelines as well as the assessment items and weightings of ESG assessment organizations.

For fiscal 2025, we followed specific procedures to identify 10 items, and after discussions in the Executive Council we added corporate governance and risk management, which are of great importance for the Company, for a total of 12 items as ESG items. We consolidated these into four material ESG issues based on characteristics such as similarity. We assign relevant departments and targets (KPIs) for each material ESG issue and report the progress and results of initiatives for each of these KPIs to the Executive Council and Board of Directors.

Identification Procedure for Material ESG Issues



Material ESG Issues for Fiscal 2025

Category	Material ESG issues	ESG items
Environmental (E)	Contribution to the preservation and development of a sustainable global environment	Contribution to the development of a decarbonized society
		Contribution to the development of a recycling-oriented society
		Appropriate understanding and management of biodiversity risks
Social (S)	Strengthening safety	Ensuring safety
	Human capital management	Retaining and developing human resources
		Diversity, equity and inclusion
		Health enhancement
Governance (G)	Strengthening governance and achieving thorough compliance	Appropriate structuring and operation of corporate governance
		Compliance
		Effective risk management
		Social responsibility in the supply chain
		Compliance with international principles on human rights

Status of Responses to Material ESG Issues

For fiscal 2024, we set 20 specific targets (KPIs) for 10 material ESG issues. Fourteen of the targets were achieved, five were not, and response is underway for one more. For fiscal 2025, we set and are working to achieve 22 targets (KPIs) for 12 ESG items based on four material ESG issues.

| Fiscal 2024 Material ESG Issues, Targets (KPIs), Results, and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Category	Material ESG Issues	Initiative	Targets (KPIs)	Results/Progress		Applicable companies
Environmental (E)	Contribution to the development of a decarbonized society	Reduction in CO₂ emissions	Reduction in CO ₂ emissions: Reduce emissions to 29.50 million tonnes or less		24.68 million tonnes	ENEOS, Xplora, ENS, Power, ERE, JXAM, NIPPO, and their principal group companies (Total of 75 companies including overseas companies)
	Contribution to the development of a recycling-oriented society	Reduction in landfill disposal	Waste-to-landfill ratio: Maintain zero emissions (less than 1%)		0.8%	ENEOS, Xplora, ENS, Power, ERE, JXAM, NIPPO, and their principal group companies (Total of 65 companies including overseas companies)
	Appropriate understanding and management of biodiversity risks	Understand the degree of dependence and impact on natural capital	Understand the degree of dependence and impact on natural capital in main business sectors		Utilized ENCORE* to perform analysis and understand degree of dependence and impact * Exploring Natural Capital Opportunities, Risks and Exposure: A tool to help organizations investigate their exposure to nature-related risks and understand their dependencies and impacts on nature	ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 6 companies)

Social (S)	Ensuring safety / Health enhancement	<u>Reduction in occupational injuries</u>	Serious occupational injuries*: zero *Occupational fatalities		1	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM, and their principal group companies and contractor companies (Total of 70 companies including overseas companies)
			TRIR* : 1.0 or less * Number of occupational injuries per one million work hours (non-lost-time occupational injuries + lost-time occupational injuries and fatalities)		2.24 (Total of employees and employees of contractor companies)	
			LTIR* : 0.0 for employees, 0.3 or less for employees of contractor companies * Number of lost-time occupational injuries and fatalities per one million work hours		0.67 for employees, 0.90 for employees of contractor companies	
		<u>Ensuring health of employees</u>	Percentage of employees maintaining an appropriate weight: 70% or higher of employees with BMI under 25		68.8%	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
			Reduce the percentage of cigarette smokers Percentage of smokers: Reduce by at least 1.0% from the previous year		Reduced 0.5% from the previous year	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
	Communication with stakeholders (investors, etc.)	<u>Engagement with investors, etc.</u>	Effective engagement with investors, etc. (total of 250 cases)		415 cases, including new initiatives	HD

Social (S)	Compliance with international principles on human rights	Human rights due diligence	Follow up human rights due diligence conducted in fiscal 2023	-	Response underway	HD
		Human rights awareness	Implement human rights training		Implemented	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
	Retaining and developing human resources	Retaining human resources capable of enhancing corporate value	<ul style="list-style-type: none"> Set KPIs to ensure an environment where employees can work comfortably and with pride <ul style="list-style-type: none"> Achieve steady improvement at HD and ENEOS Identify issues, formulate and implement improvement measures and plans for each division (worksites), conduct monitoring and continuously implement improvement activities Conduct engagement surveys to identify issues and formulate measures 		<ul style="list-style-type: none"> Set KPIs as Group human capital management Identified issues based on engagement surveys 	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
		Developing human resources capable of enhancing corporate value	Establish a system to strategically allocate and develop management personnel through visualization of human resources		<p>System established at ENEOS Holdings</p> <p>Rollout completed at principal operating companies</p>	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
Diversity, equity and inclusion (DE&I)	Diversity, equity and inclusion (DE&I)	Advancement of women in the workplace	Maintain rate of women among newly hired university graduates at 25% or higher		28.9%	HD, ENEOS, Xplora, ENS, ERE, JXAM (Total of 6 companies)
		Advancement of employees with disabilities	Maintain employment rate of people with disabilities at 2.5% or higher		2.7%	HD, ENEOS, Xplora, ENS, ERE, JXAM (Total of 6 companies)

Governance (G)	Appropriate structuring and operation of corporate governance	<u>Evaluation of the effectiveness of the Board of Directors</u>	Implement evaluations of the effectiveness of the Board of Directors (including evaluations of improvement processes)		Implemented	HD
		<u>Training for officers</u>	Conduct training for officers		Held four lectures given by external parties	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
	Compliance	<u>Strengthening compliance activities</u>	<ul style="list-style-type: none"> Assess the status of compliance activities of principal operating companies and share compliance measures through the ENEOS Group Compliance Committee Conduct legal compliance inspections 		<ul style="list-style-type: none"> Held three meetings of the Compliance Committee Conducted legal compliance inspections 	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
		<u>Fostering compliance awareness</u>	Implementation of compliance and legal training tailored to each company's business risks and internal issues		Implemented (e-learning for officers and employees)	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)
		<u>Operation of whistleblower systems</u>	<ul style="list-style-type: none"> Respond to whistleblowing appropriately and promptly Build an effective whistleblower system through measures including a review of the Group whistleblower system 		Conducted training to improve skills of personnel in charge of whistleblower systems	HD, ENEOS, Xplora, ENS, Power, ERE, JXAM (Total of 7 companies)

Note:

Abbreviations for the names of the companies in the table are as follows:

HD: ENEOS Holdings, Xplora: ENEOS Xplora, ENS: ENEOS Materials, Power: ENEOS Power, ERE: ENEOS Renewable Energy, and JXAM: JX Advanced Metals.

| Fiscal 2025 Material ESG Issues and Targets (KPIs)

Category	Material ESG Issues	ESG items	Targets (KPIs)	Achievement (fiscal year)	Applicable companies
Environmental (E)	Contribution to the preservation and development of a sustainable global environment	<u>Contribution to the development of a decarbonized society</u>	CO ₂ emissions: Reduce emissions to 27 million tonnes or less	2025	HD, ENEOS, Xplora, ENS, Power, ERE, NIPPO, and their principal group companies (Total of 47 companies including overseas companies)
			Methane emissions: Reduce emissions to 1,072 tonnes or less	2025	Xplora
		<u>Contribution to the development of a recycling-oriented society</u>	Avoided emissions (materials): 1.5 million tonnes or more	2025	ENeos, Xplora, ENS, Power, ERE (Total of 5 companies)
			Implementation of two concrete initiatives for the realization of a recycling-oriented society (starting waste plastic liquefaction business, demonstration of production processes for low-carbon lubricant base oil)	2025	ENeos
	<u>Appropriate understanding and management of biodiversity risks</u>	Waste-to-landfill ratio: Maintain zero emissions (less than 1%)	2025	HD, ENEOS, Xplora, ENS, Power, ERE, NIPPO (Total of 7 companies)	
		Understand the degree of dependence and impact on natural capital in main business sector supply chains	2025	ENeos, Xplora, ENS, Power, ERE (Total of 5 companies)	

Social (S)	Strengthening safety	Ensuring safety	Serious occupational injuries*: zero * Occupational fatalities	2025	HD, ENEOS, Xplora, ENS, Power, ERE, NIPPO, and their principal group companies (Total of 46 companies including overseas companies)
			TRIR: 1.94 or less (down 15% compared to fiscal 2024)	2025	
			LTIR: 0.67 or less (down 15% compared to fiscal 2024)	2025	
	Human capital management	Retaining and developing human resources	Training investment per person: 100,000 yen/year or more	2027	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)
			Growth opportunity score in engagement surveys: 75% or more	2027	
		Diversity, equity and inclusion (DE&I)	Job satisfaction score in engagement surveys: 75% or more	2027	
			Work environment score in engagement surveys: 75% or more	2027	
		Health enhancement	Presenteeism*: 20% or lower during the period of the Medium-Term Management Plan * A state in which an employee continues to work without taking time off despite physical or mental health issues, resulting in decreased productivity (percentage of lost labor productivity)	2027	

Governance (G)	Strengthening governance and achieving thorough compliance	<u>Appropriate structuring and operation of corporate governance</u>	Execution of improvement processes through evaluations of the effectiveness of the Board of Directors	2025	HD
			Maintain a ratio of 50% or more of outside directors, with an outside director as chairman of the Board	2025	
			Conduct training for officers (total of four times)	2025	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)
	<u>Compliance</u>		Material compliance violations*: Zero * Compliance violations with a significant impact on the relevant company's management or reputation	2025	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)
	<u>Effective risk management</u>		Enhance cross-Group risk management systems	2025	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)
	<u>Social responsibility in the supply chain</u>		Institution of four categories of business partner support education programs (CSR procurement, human rights, CO ₂ emissions volume calculation, circular economy)	2025	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)
			100% implementation of business partner follow-up visits based on CSR procurement surveys	2025	ENEOS
	<u>Compliance with international principles on human rights</u>		Follow up human rights due diligence conducted in fiscal 2023	2025	HD, ENEOS, Xplora, ENS, Power, ERE (Total of 6 companies)

Note:

Abbreviations for the names of the companies in the table are as follows:

HD: ENEOS Holdings, Xplora: ENEOS Xplora, ENS: ENEOS Materials, Power: ENEOS Power, and ERE: ENEOS Renewable Energy.

Major Initiatives

Discussions by the Board of Directors

In fiscal 2024 and fiscal 2025, the following ESG-related matters were reported to the Board of Directors.

ESG-Related Matters Reported to the Board of Directors

FY2024	FY2025 1H
<ol style="list-style-type: none"> ESG-related matters <ul style="list-style-type: none"> Results of ESG activities for fiscal 2023 and KPI policies for material ESG issues for fiscal 2024 Response to sustainability information disclosure* Responses to specific issues <ul style="list-style-type: none"> Updates to the Carbon Neutrality Plan Status reports on the Carbon Neutrality Promotion Committee Frameworks and initiatives for human capital management etc. 	<ul style="list-style-type: none"> Material ESG issues and targets (KPIs) for fiscal 2024, and their achievement status Material ESG issues and targets (KPIs) for fiscal 2025

* In April 2025 the Company established the Sustainability Promotion Office within the Corporate Planning Department for the promotion of ESG management and to ensure information disclosure in accordance with the three Sustainability Disclosure Standards (SSBJ Standards) set out by the Sustainability Standards Board of Japan (SSBJ). We are making thorough preparations for the release of the March 2028 annual financial statements, when these standards will be applied to the Company.

Raising Awareness of the Group Philosophy and Code of Conduct

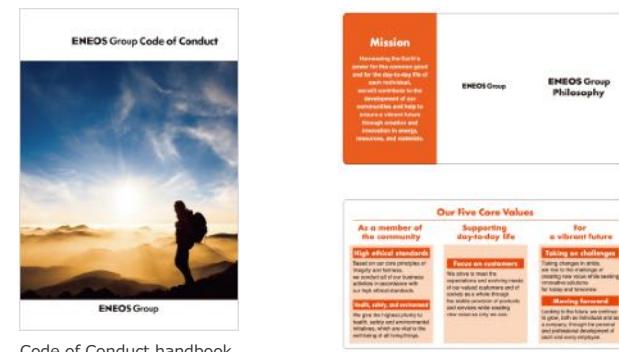
The ENEOS Group Philosophy and the ENEOS Group Code of Conduct were adopted by resolution of the ENEOS Holdings Board of Directors. The Board of Directors also supervises the internal control system, which is based on the Group Philosophy and Code of Conduct, by receiving regular reports on its development and operation.

The ENEOS Group believes that understanding and implementation of the Group Philosophy and Code of Conduct by all officers and employees plays an important role in the fulfillment of our social responsibilities.

In fiscal 2024, we continued to hold town hall meetings, as in the previous fiscal year, to deepen communication between management and employees. We also conducted an employee awareness survey to understand the level of awareness and understanding of the Group Philosophy and Code of Conduct in order to consider future measures for their thorough instillment throughout the Group. To further instill the Group Philosophy and Code of Conduct, we plan to hold group training for officers and e-learning for both officers and employees in fiscal 2025.

Measures to Raise Awareness of the Group Philosophy and Code of Conduct

Purpose	Measures
Ensure awareness	Distribution of Group Philosophy cards and Code of Conduct handbooks
	Posters
	Digital signage in company workplaces
	E-learning
	Translation of Group Philosophy into 11 languages (English, Chinese [Simplified/Traditional], Korean, Spanish, Portuguese, German, Hungarian, Vietnamese, Thai, Indonesian) and distribution
Promote understanding	Training on Group Philosophy and Code of Conduct for newly hired employees, newly appointed managers, and mid-career hires
Monitoring	Fixed-point monitoring of instillment through engagement and compliance surveys targeting all officers and employees, as well as internal control inspections (annually)



Code of Conduct handbook

Group Philosophy card

Stakeholder Engagement

The Group conducts its business activities through its relationships with stakeholders, including shareholders, investors, customers, business partners and employees. We actively engage in dialogue with stakeholders and work to ensure that our business activities meet their expectations and requirements.

The Group also solicits the views of outside experts and stakeholders regarding specific ESG-related themes and responds accordingly. To date, we have carried out engagement with outside experts and stakeholders as indicated in the table below, entitled Engagement with Stakeholders. Separate from this engagement, in fiscal 2024, we held a meeting for investors and outside directors on ESG-related matters, and we also conduct periodic engagement with Climate Action 100+, a climate change action initiative of institutional investors.

We will continue to contribute to the resolution of social issues through our engagement with outside experts and stakeholders.

ENEOS Group Stakeholders

Stakeholders	Activities	Main means of communication	Main contacts
Shareholders and Investors	ENEOS Holdings is committed to the prompt, proper, and fair disclosure of information to shareholders and investors in accordance with its Disclosure Policy.	<ul style="list-style-type: none"> General meetings of shareholders, briefings on financial results, briefings for individual investors, and ESG briefings Disclosure of information through the Integrated Report, the ESG Data Book, and our websites 	<ul style="list-style-type: none"> Contact on the ENEOS Holdings website https://www.hd.eneos.co.jp/english/contact/ Contacts in the ENEOS Holdings investor relations division (phone, email, meetings, etc.)
Customers	The Group is committed to developing and delivering products and services that fulfill customer needs and expectations and earn customer trust and satisfaction.	<ul style="list-style-type: none"> Communications through marketing activities Provision of safe, reliable, and valuable products and services Disclosure of information on websites Inquiry channels through phone and websites 	<ul style="list-style-type: none"> Contact on the ENEOS Holdings website https://www.hd.eneos.co.jp/english/contact/ Contacts in Group company sales divisions (phone, email, meetings, etc.) ENEOS Customer Service Center (toll-free)
Business Partners	The Group makes purchasing information available to business partners on its websites, actively provides business opportunities, and strives to ensure fair business opportunities.	<ul style="list-style-type: none"> Communications through procurement activities Use of websites CSR procurement surveys (two-year cycle) 	<ul style="list-style-type: none"> Contact on the ENEOS Holdings website https://www.hd.eneos.co.jp/english/contact/ Contacts in Group company procurement divisions (phone, email, meetings, etc.) Human rights consultation contact points for suppliers
NPOs/NGOs	The Group has built cooperative relationships with NPOs and NGOs and actively undertakes environmental conservation and social contribution activities.	<ul style="list-style-type: none"> Collaboration on biodiversity conservation activities Collaboration on child-rearing support activities Verification from third-party perspective in human rights due diligence (Once every three years) FY2024: Collaborated with NGOs as needed to address business-related human rights concerns 	<ul style="list-style-type: none"> Contact on the ENEOS Holdings website https://www.hd.eneos.co.jp/english/contact/
Local Communities / Global Society	The Group strives to engage in responsible corporate activities by responding to the needs and expectations of and engaging in active communication with the local communities in the areas where it conducts its business operations, as well as international society.	<ul style="list-style-type: none"> Information sessions for members of local communities, participation in and sponsorship of events Volunteer activities Establishment of support systems for oil- and gas-producing countries Involvement in international initiatives 	<ul style="list-style-type: none"> Contact on the ENEOS Holdings website https://www.hd.eneos.co.jp/english/contact/ Contacts in business offices in areas where we conduct business operations (phone, email, meetings, etc.)

Stakeholders	Activities	Main means of communication	Main contacts
Employees	The Group considers employees to be critical stakeholders in its operations and has established various systems to ensure that each employee can work with peace of mind and to his or her full potential.	<ul style="list-style-type: none"> Periodic dialogue between labor unions and management Dissemination of information through the Group employee magazine and the company intranet Periodic implementation of awareness surveys Implementation of classification-leveled training Solicitation of opinions, recommendations and requests for the company (annually) Surveys on various measures (as needed) 	<ul style="list-style-type: none"> Whistleblower systems (hotlines) Note: May also be used by employees of contractor companies Periodic interviews with supervisors Through labor unions

Engagement with Stakeholders

Fiscal year	Event	Speaker	Theme	Intended for
FY2023	ENEOS Environment and Safety Forum	Professor Komatsubara Akinori, Department of Industrial and Management Systems Engineering, School of Creative Science and Engineering, Faculty of Science and Engineering, Waseda University	“Safe behavior on the living frontlines”	Officers and employees
FY2023	In-house presentations by outside directors	3 female outside directors Outside Director Oka Toshiko Outside Director Kawasaki Hiroko Outside Director (at the time) Mitsuya Yuko	“The ENEOS Group as seen by Outside Directors”	ENEOS Group employees
FY2024	ENEOS Environment and Safety Forum	Director Jonai, Research Center for Chemical Information and Management, National Institute of Occupational Safety and Health, Japan	“Future-oriented chemical management: Regulatory updates and corporate responsibilities under the revised Industrial Safety and Health Act”	Officers and employees

Participation in Initiatives and Organizations

Endorsement of the UN Global Compact (UNGC)

ENEOS Holdings (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power) and ENEOS Renewable Energy participate in the UN Global Compact, supporting the compact's 10 principles in the four categories of human rights, labor standards, the environment, and anti-corruption.



| The Ten Principles of the UN Global Compact

Human Rights	Businesses should support and respect the protection of internationally proclaimed human rights; and	Principle 1
	make sure that they are not complicit in human rights abuses.	Principle 2
Labour	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Principle 3
	the elimination of all forms of forced and compulsory labour;	Principle 4
	the effective abolition of child labour; and	Principle 5
	the elimination of discrimination in respect of employment and occupation.	Principle 6
Environment	Businesses should support a precautionary approach to environmental challenges;	Principle 7
	undertake initiatives to promote greater environmental responsibility; and	Principle 8
	encourage the development and diffusion of environmentally friendly technologies.	Principle 9
Anti-Corruption	Businesses should work against corruption in all its forms, including extortion and bribery.	Principle 10

Endorsement of Task Force on Climate-related Financial Disclosures (TCFD) Recommendations

In May 2019, we signed the TCFD recommendations, and we disclose information on climate change in accordance with the TCFD recommendations to the greatest extent possible. In addition, we have participated in the TCFD Consortium since its inception as a venue for discussing effective approaches to information disclosure.



Initiatives and Organizations We Participate In

The Group endorses and participates in a number of other initiatives and organizations in addition to the UNGC and TCFD.

- Challenge Zero



- GX League



- International Emissions Trading Association (IETA)



- IPIECA—a global oil and gas industry association for advancing environmental and social performance



- CDP



- Council for Better Corporate Citizenship (CBCC)



- Japan Business Initiative for Biodiversity (JBIB)



- Business for Nature Call to Action

- Human Capital Management Consortium

Communication with Industry Organizations

	Organization name	Position held by Group Executive, etc.
ENEOS	Petroleum Association of Japan	Vice-President
	Japan Petrochemical Industry Association	Vice Chairman
	Japan Chemical Industry Association	Policy Coordinating Committee member, Labor Committee member, Technical Affairs Committee member
	Japan Hydrogen Association	Vice Chairman
ENEOS Xplora	Japan Energy Resources Development Association	Chairman
	Japan Natural Gas Association	Director
ENEOS Renewable Energy	Renewable Energy Association for Sustainable Power supply (REASP)	Director
	Japan Wind Power Association (JWPA)	Director

Selection for Inclusion in ESG-Related Investment Indexes

(As of September 2025)

- FTSE4Good Index Series
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- MSCI Nihonkabu ESG Select Leaders Index
- Morningstar Japan ex-REIT Gender Diversity Tilt Index
- S&P/JPX Carbon Efficient Index
- SOMPO Sustainability Index



FTSE4Good



FTSE Blossom Japan



FTSE Blossom Japan Sector Relative Index

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX



[FTSE4Good Index Series](#) 

[FTSE Blossom Japan Index](#) 

[FTSE Blossom Japan Sector Relative Index](#) 

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Environmental

Corporate activities are contingent upon a healthy global environment. Recognizing that preservation of the global environment is an important issue shared by all humankind, the ENEOS Group has included environmental conservation as a standard in its Group Code of Conduct and as part of its efforts to contribute to the development of a sustainable society through its business activities.

For environmental data, please refer to the [Data](#) page.

Environmental Management

Basic approach, structure and other information



Prevention of Global Warming

Basic approach and initiatives



The 3Rs (Reduce, Reuse, Recycle)

Basic approach and initiatives



Management of Chemical Substances

Basic approach and initiatives



Prevention of Environmental Pollution

Basic approach and initiatives



Biodiversity

Basic approach and initiatives



Our Response to Climate Change Risks and Opportunities (TCFD)



Environmental Management

Basic Approach

As part of its responsibilities as a corporate group involved in the supply of energy and materials, the ENEOS Group maintains a proper understanding of the impact of its business activities on climate change risks and natural capital. Environmental conservation has been included as a standard in the ENEOS Group Code of Conduct, and the Group has also established a Long-Term Vision and a Carbon Neutrality Plan, and is implementing initiatives for the development of a sustainable society.

In May 2019, ENEOS Holdings signed a statement of support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), and we are working to enhance and expand our disclosures concerning climate change. For details, see [Our Response to Climate Change Risks and Opportunities \(TCFD\)](#).

ENEOs Group Code of Conduct (excerpt)

3. Environmental conservation

- (1) We recognize that we are stewards of the environment and its limited resources. We strive to conserve biodiversity and natural capital, including, but not limited to, water, soil, and the atmosphere, and contribute to the development of a sustainable society.
- (2) We strive to promote renewable energy and energy conservation in order to contribute to the development of a decarbonized society.
- (3) We strive to contribute to the establishment of a circular economy by reducing, reusing and recycling, while using resources effectively and efficiently.
- (4) We strive to take actions to promote sustainable production and consumption for the benefit of society while taking the same actions throughout our value chain, including, but not limited to, resource development, procurement, production, distribution and sales.

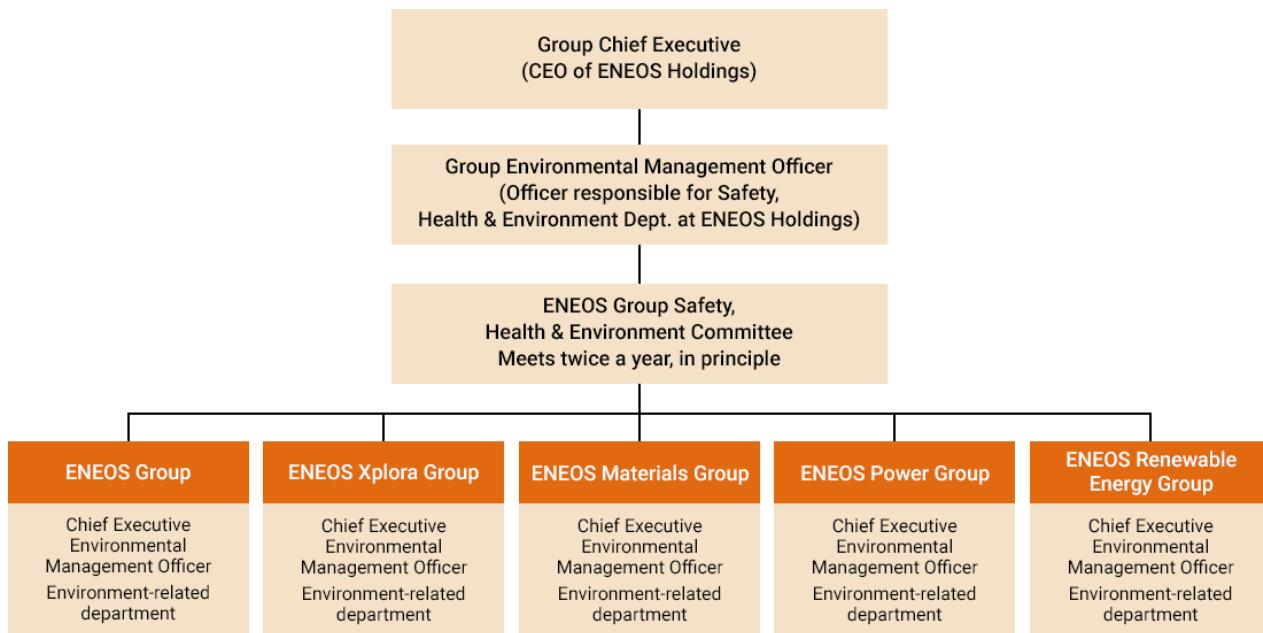
Structure

In order to facilitate environmental management based on the Group Code of Conduct, the Group has established an environmental management system (EMS) headed by the CEO of ENEOS Holdings as Group chief executive. Under this system, we regularly confirm the status of achievement of environmental targets and compliance with environmental laws and regulations, and report the status to the ENEOS Holdings Executive Council and the Board of Directors, ensuring that environmental management performance is monitored and supervised by both organizations.

In addition, 89 of the 138 business sites that have adopted the EMS have obtained ISO 14001 certification, a set of international standards for environmental management, for a certification rate of 64%.

We have established the ENEOS Group Safety, Health & Environment Committee, chaired by the officer responsible for the Safety, Health & Environment Department at ENEOS Holdings. The committee meets, in principle, twice annually, where it deliberates on environmental targets, plans and performance of ENEOS Holdings and the Group's principal operating companies and shares information on the status of activities in an effort to improve Group-wide environmental issues.

■ ENEOS Group Environmental Management System (EMS)



Plan and Targets

Carbon Neutrality Plan

In May 2020, the Group announced its intention to achieve carbon neutrality in its operational emissions by fiscal 2040. We subsequently released our Carbon Neutrality Plan in May 2022, taking into account domestic and international trends. In conjunction with the formulation of our third Medium-Term Management Plan (FY2023–FY2024), we formulated a new Carbon Neutrality Plan in May 2023. In May 2025, in light of changes in the business environment, we formulated the 2025 edition of the Carbon Neutrality Plan and announced it along with the fourth Medium-Term Management Plan. The new Carbon Neutrality Plan was the subject of extensive discussions at meetings of the Carbon Neutrality Promotion Committee (chaired by the CTO), which was established in fiscal 2024. Amid growing uncertainty surrounding decarbonization, we presumed three societal scenarios and formulated the new Carbon Neutrality Plan. To reduce operational greenhouse gas emissions, we are carrying out initiatives based on reduction targets aligned with Japan's Nationally Determined Contributions (NDCs), and to contribute to the reduction of downstream greenhouse gas emissions from sold products, we have created roadmaps for energy and materials transitions that meet societal demands. We will continue to lead the supply of energies and materials necessary for these transitions.

Policies on Initiatives for Realizing Carbon Neutrality

Policies on initiatives for realizing carbon neutrality	ENEOS Group measures
Reduction of operational GHG emissions ¹ (Scope 1+2)	<div style="background-color: #90EE90; padding: 10px;"> <p>Mitigation of greenhouse gas emissions</p> <ul style="list-style-type: none"> Appropriate processing of crude oil (according to demand) Reduction of greenhouse gas emissions in manufacturing and business operations (energy saving, fuel conversion, utilization of renewable energies, etc.) Utilization of carbon credits and other similar mechanisms² </div> <div style="background-color: #90EE90; padding: 10px;"> <p>Reduction through CO₂ fixation</p> <ul style="list-style-type: none"> CCS (Carbon dioxide capture and storage) (Including new methods such as BECCS³ and DACCS⁴) </div> <div style="background-color: #90EE90; padding: 10px;"> <p>Enhancement of biogenic CO₂ removals</p> <ul style="list-style-type: none"> Generating carbon credits through removal by forests and other similar methods⁵ </div>
Contribution to the reduction of downstream GHG emissions from sold products (Scope 3, avoided emissions)	<div style="background-color: #4DB6AC; color: white; padding: 10px;"> <p>Promotion of energy and materials transition</p> <ul style="list-style-type: none"> Promotion of low-carbon fossil fuels and products (LNG and avoided emissions products) Expansion of renewable energies (solar and wind power) Utilization of resources such as biomass (biofuels and green materials) Decarbonization of fossil fuels (CCS for other companies and CDR⁶) Utilization of hydrogen (hydrogen and synthetic fuels⁷) </div> <div style="background-color: #4DB6AC; color: white; padding: 10px;"> <p>Promotion of a circular economy</p> <ul style="list-style-type: none"> Promotion of resource recycling Resource conservation, promoting environmental contributions' value, etc. </div>

1 This includes initiatives of both reduction and removal actions. Removal is conducted as a mitigation activity outside the value chain. These activities are also applied to offset the operational emissions through the generation of credits.

2 This includes non-fossil certificates and other similar mechanisms.

3 Bioenergy with carbon capture and storage. Capture and storage of CO₂ emitted during biomass power generation.

4 Direct air capture with carbon storage. Direct capture and storage of CO₂ from the atmosphere.

5 This includes biogenic CO₂ removals and emission mitigation methods such as blue carbon and rice paddy methane suppression in addition to afforestation and forest management.

6 Carbon dioxide removal

7 This includes bio-derived fuels.

Note:

For details of the ENEOS Group Carbon Neutrality Plan, see [our corporate website \(Measures to Realize a Carbon-Neutral Society\)](#) .

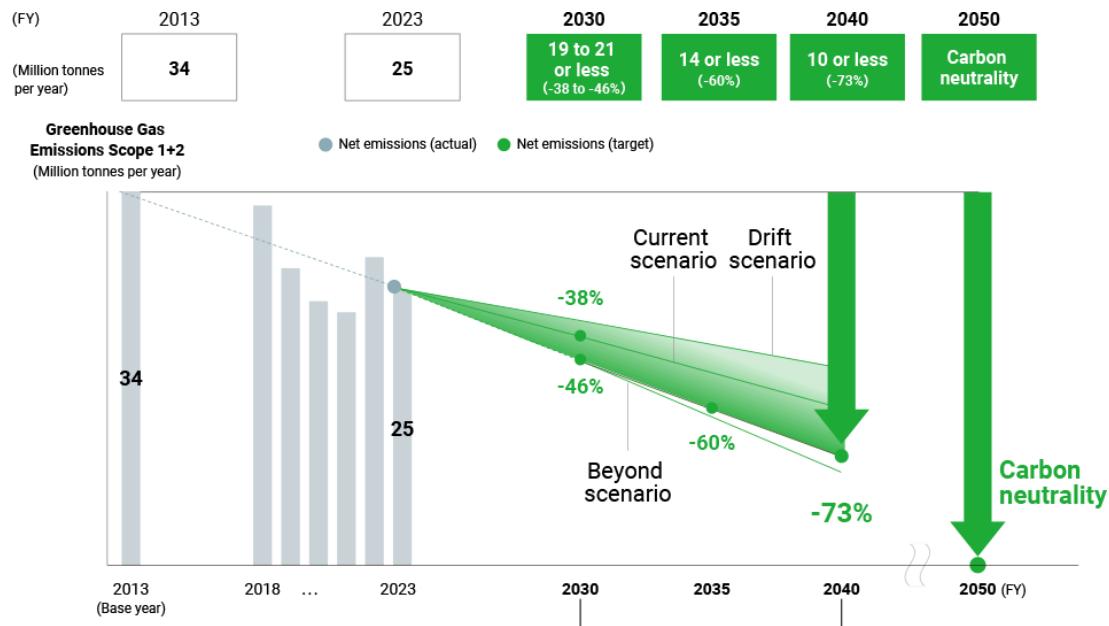
Reduction of Operational Greenhouse Gas Emissions^{1, 2}

The ENEOS Group, together with the government and society, will promote the reduction of its operational greenhouse gas emissions. We aim to achieve a 73% reduction in line with the government's targets by fiscal 2040 and carbon neutrality for operational emissions by fiscal 2050.

1 Greenhouse gas emissions and emission targets may be adjusted as necessary, taking into account the application of future Sustainability Standards Board of Japan (SSBJ) Climate Standard.

2 Assumes that the external environment, including policies and regulations by the government and other parties, has been sufficiently developed to achieve Japan's nationally determined contributions (NDCs) across the entire nation.

Greenhouse Gas Emissions Target (Scope 1+2)



Initiatives for reduction of the ENEOS Group's operational greenhouse gas emissions	FY2030	FY2040
Greenhouse gas emissions target¹ (Scope1+2) Figures in parentheses indicate the ratio against the base year	19 to 21 million tonnes or less (-38 to -46%)	10 million tonnes or less (-73%)
Methane emissions ² (oil development department)	Less than 300 tonnes	±0
Estimated emissions based on the demand for fuels and other energy sources	21 to 24 million tonnes	15 to 21 million tonnes
Mitigation of greenhouse gas emissions	-0.5 to -1 million tonnes	-0.5 to -2 million tonnes
Reduction through CO ₂ fixation ³	—	-1.5 to -5 million tonnes
CCS	—	-1.5 to -4 million tonnes
BECCS and DACCS, etc.	—	-0 to -1 million tonnes
Enhancement of biogenic CO ₂ removals ³	-1 to -2 million tonnes	-2 to -6 million tonnes
Removal by forests	-1 to -2 million tonnes	-2 to -5 million tonnes
Removal by other similar methods	—	-0 to -1 million tonnes

1 Base year greenhouse gas emissions (fiscal 2013): 34 million tonnes

2 Methane emissions (fiscal 2021): 1,600 tonnes

3 Fiscal 2040 targets are based on the assumption that the external environment, including policies, laws, and technological progress, is sufficiently developed to enable large-scale commercialization.

Contribution to the Reduction of Downstream Greenhouse Gas Emissions from Sold Products

The ENEOS Group will lead the supply of energies and materials necessary for the transition to meet the societal demand for the reduction of greenhouse gas emissions, aiming to achieve carbon neutrality by fiscal 2050.

Roadmap for the Reduction of Downstream Greenhouse Gas Emissions from Sold Products

The diagram illustrates the relationship between two main areas and the final roadmap. On the left, there are two boxes: 'Energy and materials transition' and 'Promotion of a circular economy'. Arrows from both boxes point to the right, where a large box contains the 'Roadmap for the Reduction of Downstream Greenhouse Gas Emissions from Sold Products'.

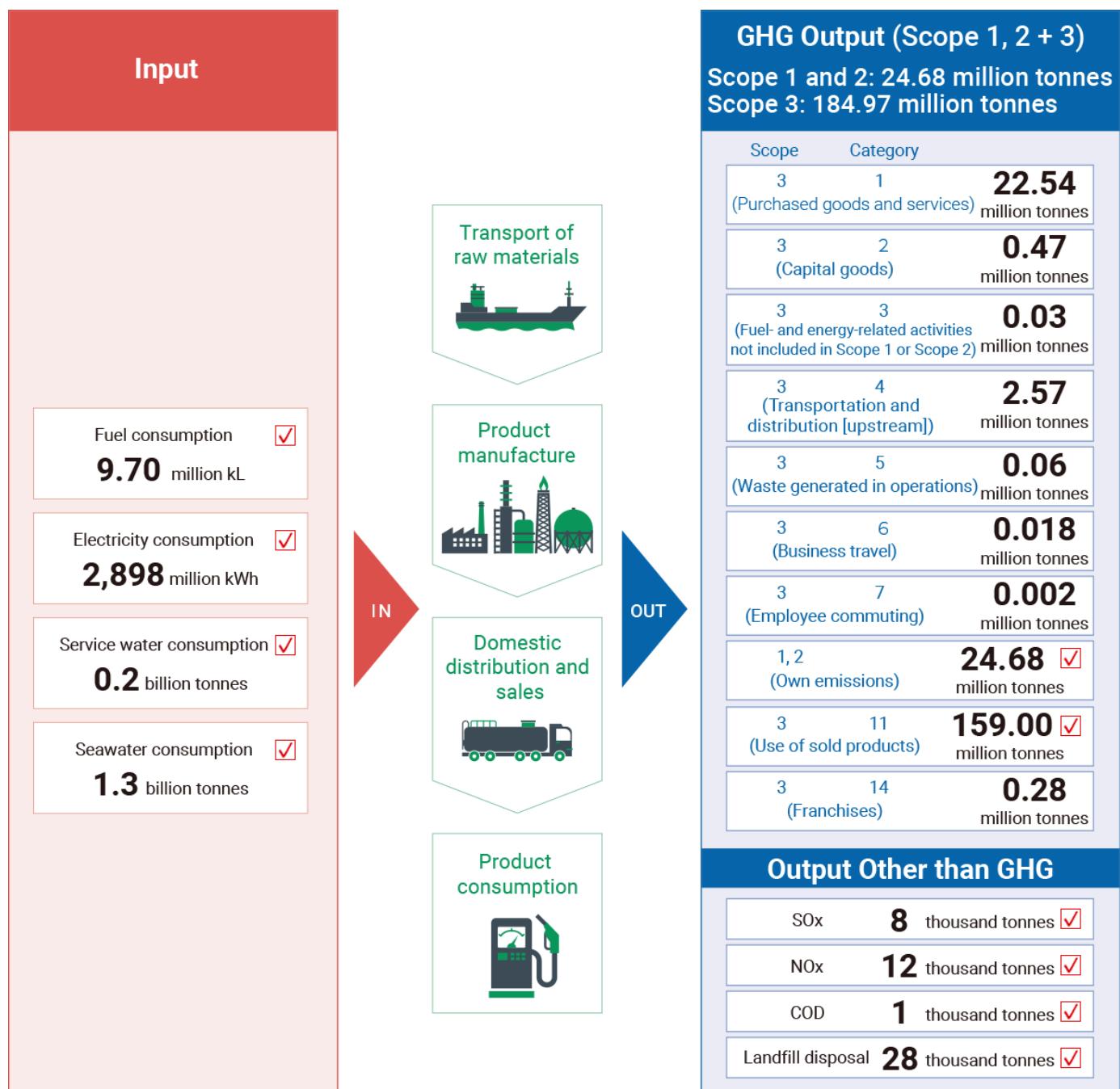
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- 1 The CI of supplied energy (an indicator of CO₂ emissions [g] per unit of energy supply [MJ]) may be adjusted as necessary, taking into account the future application of climate change-related standards of the Sustainability Standards Board of Japan (SSBJ).
- 2 The items included in CI are fuel oil, carbon-neutral fuels (biofuels and synthetic fuels), hydrogen, electricity (LNG-powered and renewable energies), CCS (implement into in-house manufacturing processes and sites to which energies are supplied), carbon offsets, and so on.
- 3 Avoided emissions are estimated based on the GX League's guidelines for emission reduction measures consistent with the Ministry of Economy, Trade and Industry's technology roadmaps for each sector. Energy is based on stock; materials are based on flow.
- 4 Ratio of products made from green chemicals to ones made from crude oil processed by a naphtha cracker

Overview of the ENEOS Group's Environmental Impact

For information about , see the [Editorial Policy](#).

Input-Output of the ENEOS Group (Fiscal 2024 Results)



Notes:

Fuel consumption, electricity consumption, and GHG emissions are calculated based on the Act on Promotion of Global Warming Countermeasures. Fuel consumption and GHG emissions are calculated taking into account electricity sold and heat sold. GHG emissions from electricity use were calculated using the emissions factors by electricity supplier.

Scope 3 emissions are calculated based on the Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain ver. 2.7. Data covers ENEOS.

GHG emissions associated with "Category 11: use of sold products" are calculated based on the latest petroleum product sales volumes.

The Group's GHG emissions (Scope 1 and 2) are calculated using the controlled approach in the GHG Protocol and cover main applicable organizations.

Major Initiatives

External Engagement Activities for a Decarbonized Society

The entire world must work together to achieve the Paris Agreement and the 1.5°C target, and government and policy will play an extremely large role in this. As such, the Company is involved with and contributes to the formulation of policy recommendations by actively participating in government initiatives, as well as economic organizations and trade associations and their activities.

Organizations with a particularly strong relationship with the Company and influence over climate change policy are government bodies the Ministry of Economy, Trade and Industry (METI) and Ministry of the Environment (MOE), and trade associations the Japan Business Federation (Keidanren) and the Petroleum Association of Japan (PAJ). Through collaboration and advocacy with these government bodies and trade associations, we are working to ensure that policy, technological innovation, the orientation of society and customer needs are aligned toward the achievement of carbon neutrality by 2050.

External Engagement Initiatives, Activities and Results

Government	Stance	Achieve a decarbonized society and net-zero greenhouse gas emissions by 2050	
	Our initiatives	<ul style="list-style-type: none"> Involvement in and contribution to policy recommendations for the oil refining and marketing business, the electricity and gas business, the hydrogen business, the CCS business, the biofuels (SAF, etc.) business, and the synthetic fuels business in alignment with the government target of carbon neutrality by 2050 As Keidanren Chair of the Committee on Environment and PAJ Vice President, participate in various councils, including those where energy and climate change issues are discussed, and proactively make policy recommendations 	
	Our activities and results	METI	<ul style="list-style-type: none"> Based on the government's long-term CCS roadmap, pursued public-private initiatives for starting CCS businesses by the early 2030s, and two of our projects (off the coast of western Kyushu and off the coast of northern Peninsular Malaysia) were selected for Japan Organization for Metals and Energy Security (JOGMEC)'s fiscal 2024 Engineering Design Work for Japanese Advanced CCS Projects. In February 2025, the ENEOS Wakayama Plant was selected for the Ministry of Economy, Trade and Industry's "Support Project for Sustainable Aviation Fuel (SAF) Production and Supply Chain Development." We are actively advancing preparations to begin SAF supply from fiscal 2028 onward. Participation in the Public-Private Council to Promote the Introduction of Sustainable Aviation Fuel (SAF) and the Public-Private Council to Promote the Introduction of Synthetic Fuels (e-fuels) (renamed the Public-Private Council to Promote the Introduction of Next-Generation Fuels in January 2025) Our projects (hydrogen business, etc.) selected for the Green Innovation Fund Projects administered by the New Energy and Industrial Technology Development Organization (NEDO) Participation in the GX League*, where we actively made recommendations on ETS system design
		MOE	<ul style="list-style-type: none"> Actively promoting the commercialization of oil production from waste plastics
Keidanren	Stance	Utmost efforts to achieve carbon neutrality by 2050	
	Our initiatives	<ul style="list-style-type: none"> Involvement in the formulation of policy recommendations related to energy and the environment As Chair of the Committee on Environment, participate in various councils and make policy recommendations 	
	Our activities and results	<ul style="list-style-type: none"> Participation in Challenge Zero, an initiative of Keidanren and the Japanese government to promote innovation for the achievement of a decarbonized society Stated support for voluntary emissions trading 	

PAJ	Stance	Contribute to the realization of carbon neutrality in society as a whole by aiming to achieve net-zero (carbon-neutral) CO ₂ emissions (Scope 1+2) associated with business activities and taking on the challenge of reducing CO ₂ emissions from our products (Scope 3) to net zero (carbon neutral) by 2050
	Our initiatives	<ul style="list-style-type: none"> As the largest company in the petroleum industry in Japan, take the lead in the implementation of policies related to the petroleum and energy industries as a whole, and get involved in and contribute to the formulation of policy recommendations As Vice President, lead petroleum industry discussions on climate change and disseminate information externally through monthly board meetings As Chair of the Carbon Neutrality Promotion Expert Committee, lead discussions on carbon neutrality in the petroleum industry
	Our activities and results	<ul style="list-style-type: none"> Stated support for voluntary emissions trading

* A framework based on the basic concept of the Ministry of Economy, Trade and Industry. With an eye toward achieving carbon neutrality and social transformation by 2050, the GX League is a venue where companies that are taking on the challenge of GX and aim to achieve sustainable growth in society both in the present and future collaborate with government and academia.

Environmental Education

With the aim of raising environmental awareness even further, the Group distributes environmental newsletters, holds e-learning sessions and provides regular classification-leveled education, training and drills for all employees to instill awareness of the Group's basic environmental policies and various laws and regulations, and also to ensure basic knowledge of the environment.

Environmental Audits

All business sites that have obtained ISO 14001 certification are subject to regular internal audits based on the requirements of the standard in order to confirm and evaluate the effectiveness and conformance of their EMS activities. They also undergo an annual review by a third-party certification body to maintain their certification.

Preventing Environmental Accidents

As in fiscal 2023, there were no serious environmental accidents at our manufacturing sites in fiscal 2024.

Prevention of Global Warming

Basic Approach

The ENEOS Group is reducing CO₂ emissions across the entire supply chain in order to achieve a decarbonized, circulating society. To reduce operational greenhouse gas emissions, we are focusing on energy conservation in our business activities. We are also helping to reduce downstream greenhouse gas emissions from sold products through the expansion of our renewable energy business, utilization of biomass and other resources as well as hydrogen and synthetic fuels, and development and sales of environmentally friendly products that have a lower environmental impact. For our Group-wide initiatives to address climate change and TCFD-related information, see [Our Response to Climate Change Risks and Opportunities \(TCFD\)](#).

Structure

For information on our structure, see [Environmental Management](#).

In May 2024, we established the Carbon Neutrality Promotion Committee, chaired by the CTO, to promote carbon neutrality across the Group. The committee updates the basic strategies in response to the business environment, while each operating company formulates specific action plans based on these basic strategies.

In fiscal 2024, the committee primarily discussed the Carbon Neutrality Plan 2025 edition, which will serve as a guideline for the Group's efforts to achieve a carbon-neutral, circulating society. During the discussions, we identified key drivers with a high degree of uncertainty that will impact our greenhouse gas emissions reduction pathways and presumed multiple societal scenarios. We will continue to hold management-level discussions on our carbon neutrality strategy and will work with the government and society to promote efforts to achieve a carbon-neutral, circulating society.

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

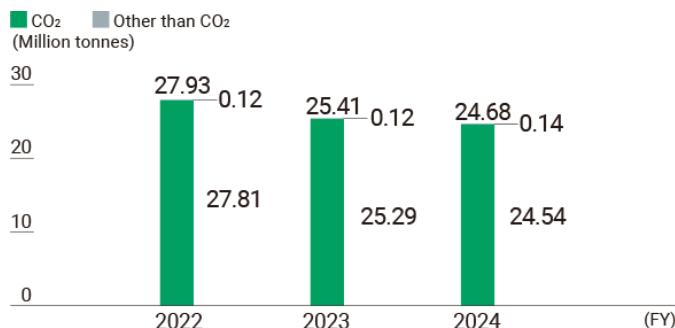
Evaluation: 😊 Achieved/Steady progress 😢 Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Contribution to the development of a decarbonized society	Reduction in CO ₂ emissions	Reduction in CO ₂ emissions: Reduce emissions to 29.50 million tonnes or less	😊	24.68 million tonnes

Results

For information about , see the [Editorial Policy](#).

Changes in Total Greenhouse Gas Emissions (Scope 1+2)



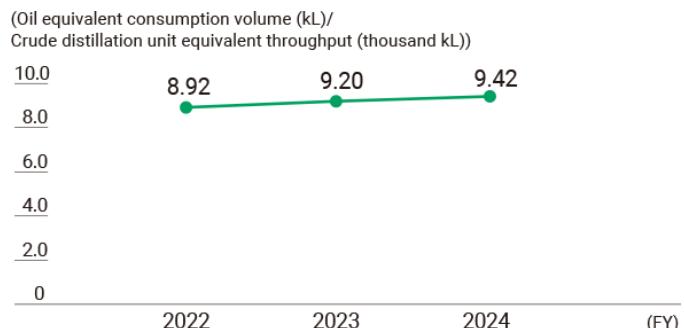
Notes:

Calculated in accordance with the Act on Promotion of Global Warming Countermeasures, taking into account electricity sold and heat sold.

For detailed data, see [Data](#).

The Group's greenhouse gas emissions (Scope 1 and 2) are calculated using the controlled approach in the GHG Protocol and cover main applicable organizations.

Energy Consumption Intensity for Oil Refining



Note:

Covers the oil refining sites of the ENEOS Group.

Breakdown of Greenhouse Gas Emissions Other Than CO₂ (Fiscal 2024)

Items	Unit	Emissions
Total GHG emissions other than CO ₂	Tonnes	135,841
(1) CH ₄ (methane)	Tonnes	39,131
(2) N ₂ O (nitrous oxide)	Tonnes	95,986
(3) HFCs (hydrofluorocarbons)	Tonnes	328
(4) PFCs (perfluorinated compounds)	Tonnes	0
(5) SF ₆ (sulfur hexafluoride)	Tonnes	396
(6) NF ₃ (nitrogen trifluoride)	Tonnes	0

The main greenhouse gases other than CO₂ are CH₄, produced during crude oil and gas production, and N₂O, which is emitted from heating furnaces during the oil refining process.

We will continue working to lower these and other greenhouse gas emissions.

Carbon Neutrality Plan

Target

Greenhouse Gas Emissions Results (Scope 1+2)

Applicable companies	Items	Unit	FY2023 results	FY2024 results
ENEOS	GHG emissions	Million tonnes	23.98	21.28
	Reduction in emissions from refineries, etc.	Million tonnes	-0.57	-0.68
	CCS		Selection of potential storage sites	Determination of storage sites
	Credits created through removal by forests*		Cumulative total of 0.23 million tonnes created	Cumulative total of 0.30 million tonnes created
ENEOS Xplora	GHG emissions	Million tonnes	0.71	0.85
	Methane emissions	Tonnes	802	1,126
	CCUS	Million tonnes	0.25	0.68
JX Advanced Metals	GHG emissions	Million tonnes	0.72	0.60
ENEOS Materials	GHG emissions	Million tonnes	-	0.96
ENEOS Power	GHG emissions	Million tonnes	-	0.98
ENEOS Renewable Energy	GHG emissions	Million tonnes	-	0
Group total (Results compared to FY2013)	GHG emissions	Million tonnes	25.41 (-10.52)	24.68 (-11.25)

* The amount of credits created through removal by forests is the estimated amount of CO₂ removed by the constituent project (annual average).

Note:

The results of other Group companies are included with ENEOS.

Greenhouse Gas Emissions Targets (Scope 1 + 2)

	FY2025 target	FY2026 target	FY2027 target
ENEOS Group operational greenhouse gas emissions (Reduction compared to FY2013)	27.00 million tonnes or less (-7.46 million tonnes)	26.35 million tonnes or less (-8.11 million tonnes)	26.81 million tonnes or less (-7.65 million tonnes)

Note:

Base year greenhouse gas emissions (fiscal 2013): 34.46 million tonnes

To reach these targets, we are focusing our efforts in three main areas.

- 1) Curbing operational greenhouse emissions by improving the energy efficiency of our manufacturing and business operations through energy saving, fuel conversion, and the use of renewable energy.
- 2) Using carbon dioxide capture and storage (CCS) for emissions remaining after the above measures are carried out, and storing the captured CO₂ underground.
- 3) Any remaining greenhouse gas emissions after the above two measures will be removed through removal by forests and other biogenic CO₂ removal methods.

Calculation of Greenhouse Gas Emissions

• Targets

The Group's greenhouse gas emissions reduction targets include not only carbon dioxide (CO₂) but also six other greenhouse gases: methane, nitrous oxide, hydrofluorocarbons, perfluorinated compounds, sulfur hexafluoride, and nitrogen trifluoride. These reduction targets were set with the aim of reducing pure emissions. Furthermore, we did not use the Sectoral Decarbonization Approach (SDA) in setting our targets, as the SBTi is in the process of preparing guidance for the oil and gas sector.

• Calculation

The Group calculates its total greenhouse gas emissions in accordance with the Act on Promotion of Global Warming Countermeasures (Global Warming Countermeasures Act). This is because compliance with this Japanese law is mandatory. The calculation results include both direct measurements and estimates. Estimates are made in accordance with the calculation method stipulated in the Global Warming Countermeasures Act. Scope 1 and Scope 2 greenhouse gas emissions only cover companies subject to consolidated accounting and do not include other business entities.

Major Initiatives

Energy Conservation at Production Sites

The Group's refineries and plants are pursuing energy conservation through measures such as increasing the number and efficiency of heat exchangers and introducing higher efficiency rotary equipment.

Operational greenhouse gas emissions (Scope 1+2)* in fiscal 2024 totaled 24.68 million tonnes, down from the previous fiscal year due to a decline in domestic demand in addition to improvements in the efficiency of refinery operations.

Meanwhile, our crude oil refining energy consumption intensity worsened by 0.22 points from the previous fiscal year to 9.42 (oil equivalent consumption volume [kL]/crude distillation unit equivalent throughput [thousand kL]) due to a reduction in refinery operations.

In fiscal 2024, the Group invested around 0.85 billion yen in facilities for energy conservation. Going forward, we remain committed to pursuing greater energy conservation by introducing energy-saving technologies and optimizing operations at our refineries.

* Calculated in accordance with the Act on Promotion of Global Warming Countermeasures, taking into account electricity sold and heat sold.

Initiatives in Research and Development

The Group is moving forward with research in the following fields in order to realize energy transitions.

In fiscal 2024, the ENEOS Group spent a total of around 16.1 billion yen on research and development.

- Technical development for the manufacture, storage, transport, and supply of hydrogen derived from renewable energy sources
- Technical development for the manufacture of synthetic fuels from hydrogen and CO₂
- Technical development for the manufacture of hydrogen and the optimization of storage battery operation plans, which contribute to the effective use of renewable energy
- Technical development for biofuels
- Technical development for recycling of plastic resources and used tires
- Rationalization and streamlining of oil refining processes using digital technology, etc.
- Development of fuel-efficient and energy-efficient lubricants and immersion cooling fluids that contribute to the reduction of CO₂ emissions
- Exploration of lubricant recycling technologies and development of products using plant-based lubricant base oils

Comprehensive Collaboration Activities with Waseda University

In November 2019, ENEOS concluded an agreement with Waseda University on comprehensive collaboration activities to promote innovation toward achieving a sustainable society. Through comprehensive and multi-disciplinary open innovation, from innovative technology to humanities and social sciences for the social implementation of technology, we are exploring the seeds of innovation that will contribute to the realization of the sustainable society of the future, and also working to develop energy storage technologies and new materials.

Development of Manufacturing Technologies for Synthetic Fuels Derived from Renewable Energy

ENEOS is working on the development of manufacturing technology for synthetic fuels that can replace fossil fuels such as jet fuel, gasoline, and diesel to achieve carbon neutrality in a wide range of fields, such as aircraft and vehicle mobility and raw materials for chemicals and lubricants.

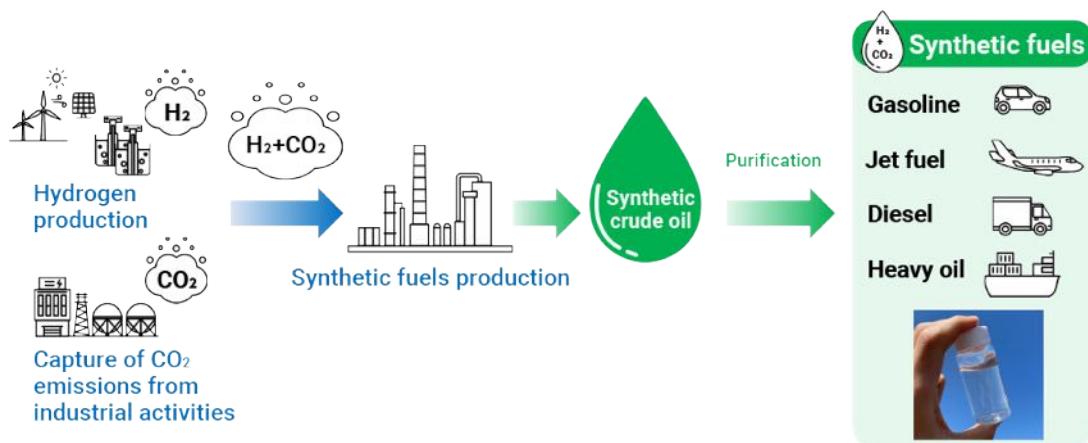
Synthetic fuels are carbon-neutral fuels produced using hydrogen derived from renewable energy sources and CO₂, which means that they can reduce CO₂ emissions throughout the product life cycle. In addition, as their properties are equal to those of conventional fossil fuels, these synthetic fuels can be acceptable in existing vehicles, refinery facilities, and distribution routes, meaning they will play a vital role in realizing energy transitions.

In September 2024, we began operations at Japan's first synthetic fuels demonstration plant that can handle the entire process of producing synthetic fuels from raw materials. The plant is located within the Central Technical Research Laboratory. The synthetic fuels produced there were used to fuel shuttle buses (diesel) and vehicles (gasoline) for guests and related parties at the 2025 Osaka-Kansai Expo.

ENEOS aims to establish manufacturing technologies for synthetic fuels early and their social implementation with the support of the Green Innovation (GI) Fund*, which was adopted in April 2022.

* A fund administered by the Japanese government that provides support to companies working to address management issues to help reach Japan's goal for carbon neutrality by 2050. The fund offers ongoing financial assistance over a 10-year period in areas ranging from R&D and demonstration projects to social implementation, covering fields in energy-related industries, including the hydrogen and ammonia fuel industries; transportation and manufacturing-related industries; and household and office-related industries.

Renewable Energy-Based Synthetic Fuels Production Process



Supporting Research on Hydrogen Energy Supply through the ENEOS Hydrogen Trust Fund

ENEOS established the ENEOS Hydrogen Trust Fund in March 2006 in order to help speed up the realization of a hydrogen society.

The fund is Japan's first public trust specializing in supporting research on the supply of hydrogen energy. The fund is large enough that a stable supply of research grants worth 50 million yen (up to 10 million yen per project) can be provided for around 30 years to support innovative and pioneering basic research into hydrogen energy supply systems. As of June 2025, the fund's assets total around 600 million yen, which will make it possible to provide stable grants for approximately 10 years going forward.

Developing Manufacturing Technologies for Bioethanol (Cellulosic Ethanol)

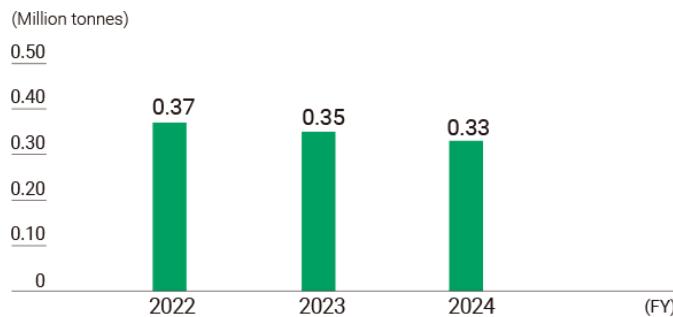
In the journey to carbon neutrality, bioethanol is expected to be used in various applications such as automobile fuels and raw materials for chemical products. In recent years, it has also attracted attention as a raw material for sustainable aviation fuel (SAF). On the other hand, the bioethanol produced around the world today comes mainly from food crops such as sugarcane and corn, raising concerns that it may compete with food. ENEOS is developing technology for producing bioethanol (cellulosic ethanol) using cellulose resources that do not compete with food, such as woody biomass like pulp and used paper, as raw materials. In fiscal 2023, ENEOS concluded a joint development agreement with TOPPAN Holdings Inc., aiming for commercialization through a project combining the preprocessing process developed by TOPPAN Holdings using hard-to-recycle used paper as a raw material and the ethanol continuous production process developed by ENEOS. In addition, ENEOS Corporation, Suzuki Motor Corporation, Subaru Corporation, Daihatsu Motor Co., Ltd., Toyota Motor Corporation, Toyota Tsusho Corporation, and Mazda Motor Corporation are jointly participating in the Research Association of Biomass Innovation for Next Generation Automobile Fuels to promote research on production technology for bioethanol fuels for automobiles.

Initiatives in Procurement and Logistics

With regard to marine transportation, which primarily involves the transport of crude oil to Japan, ENEOS is making active efforts to use oil tankers with superior delivery efficiency and fuel efficiency, and to improve fuel consumption by optimizing transportation routes and controlling navigation schedules and speeds.

Regarding land transportation, in addition to consolidating oil depots and improving the distribution efficiency of tank trucks, we are working to reduce fuel consumption through efforts such as insisting that drivers turn off their engines when stopped.

CO₂ Emissions from Domestic Transport



Notes:

Scope: ENEOS

Domestic transport based on the Act on Rationalizing Use of Energy and Shifting to Non-fossil Energy (Energy Conservation Act)

Distribution Stage Initiatives

ENEOS is actively implementing power-saving measures at its service stations nationwide through efforts such as the installation of solar panels and the adoption of LED lighting.

Consumption Stage Initiatives

The Group's CO₂ emissions from the use of sold products (Scope 3) in fiscal 2024 totaled 159.00 million tonnes.

The ENEOS Group is working to reduce CO₂ emissions at the consumption stage through the development and sale of environmentally friendly products, which contribute to a lower environmental impact. We have specified standards and procedures for certification of our environmentally friendly products and services and manage these appropriately.

Main environmentally friendly products

- Fuel-efficient/high-performance multipurpose lubricants
- Specialized fluids for electric vehicles and hybrid vehicles
- Natural gas and LNG
- High-performance cleaning agents
- Liquid crystal polymers
- Electricity generation using renewable energy

Certification of Products That Contribute to Avoided Emissions

In September 2024, ENEOS began certifying environmentally friendly material products that contribute to the reduction of greenhouse gas emissions across society as "products that contribute to avoided emissions."

Regarding the calculation of greenhouse gas emission reduction effects from the use of these products that contribute to avoided emissions, we are constantly updating our internal guidelines to reflect the latest rules being discussed for international standardization. In addition, to confirm the validity of our calculations, we undergo reviews by Mizuho Research & Technologies Co., Ltd., an external expert, in an effort to ensure that our figures are highly reliable.

The total reduction effects are calculated to be 1.86 million tonnes of CO₂-e/year in fiscal 2024.

* For details, see ENEOS's [Environmentally Friendly Products](#) (Available in Japanese only).

Sales of Carbon-Offset Natural Gas and LNG

In fiscal 2021, ENEOS began selling carbon-offset¹ natural gas and LNG through the use of CO₂ credits² from overseas forest protection projects, and is supplying these products to utility gas providers.

ENEOS's carbon-offset natural gas and LNG utilize CO₂ credits generated from forest protection projects to reduce greenhouse gas emissions on a global scale. ENEOS is also contributing to the creation of local employment and the protection of biodiversity through these efforts.

1 The CO₂ emitted in the process from extraction to combustion of natural gas is offset to virtually zero.

2 CO₂ credits attested by a highly reliable verification institution for CO₂ reduction effects generated by environmental conservation projects.

Working with Business Partners (CSR Procurement)

We implement CSR procurement, in which we take into account social impacts, such as effects on the environment, when purchasing materials and other goods and services.

For details, see [Supply Chain Management](#).

Visualizing CO₂ to Reduce Greenhouse Gas Emissions

We are working toward the visualization of greenhouse gas emissions in order to reduce operational greenhouse gas emissions and downstream greenhouse gas emissions from sold products.

ENEOS established a CO₂ visualization system because it is important to determine emissions in a timely manner in order to reduce emissions at its refineries. We established this system to enable centralized management of operational emissions and calculation of emissions (carbon footprint: CFP¹) for each product. This is the first CFP calculation in the domestic petroleum industry that uses real data obtained at refineries.

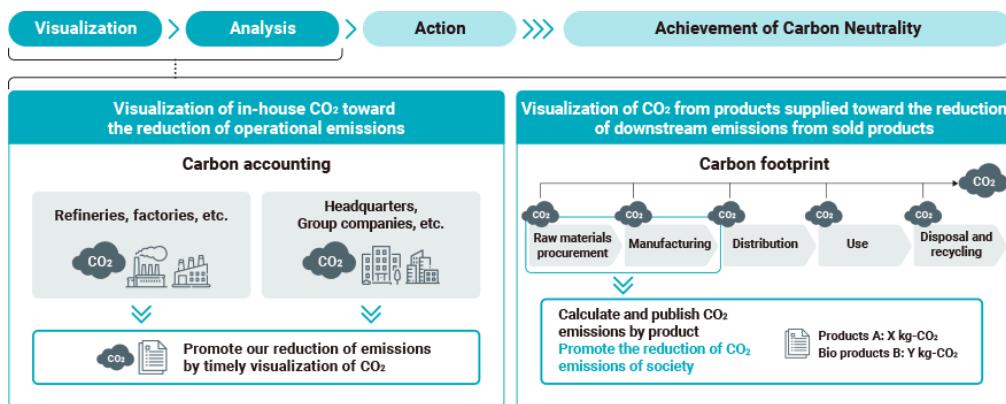
The system will be used to streamline statutory reporting, manage the implementation of plans through monthly forecasting and result management, and provide CFP data to customers. In 2024, we started providing CFP data for some products to customers, and we plan to gradually expand the scope of the applicable products.

The development of this system aims to achieve unified monitoring and management of carbon information on a per-product basis, analyze the impact that decarbonization initiatives in manufacturing has on CFP and visualize CFP at the new product planning stages, and create business opportunities by highlighting the environmental value of low-carbon products.

Our CFP data will be "cradle to gate²," meaning it will cover all greenhouse gas emissions from raw materials procurement to product shipment. We will use the life cycle assessment (LCA) method³ to calculate emissions associated with material procurement and product manufacturing.

- 1 Carbon footprint of products (CFP) is a system for converting greenhouse gas emissions throughout the life cycle of a product or service, from the procurement of raw materials to manufacturing and beyond, to CO₂.
- 2 Refers to the process from raw materials procurement to production within the life cycle stages, comprising raw materials procurement, manufacturing, distribution, sales, use and maintenance, disposal and recycling.
- 3 LCA (life cycle assessment) methodology involves quantitatively evaluating the environmental effects of product manufacturing throughout the entire life cycle, from procurement of raw materials to manufacturing, transport, use, and disposal.

ENEOS Group CO₂ Visualization



Businesses Helping to Address Climate Change

Advancement of Renewable Energy Power Generation Business

The Group is working to grow its Renewable Energy business, centered on ENEOS Renewable Energy (ERE), a leader in the development and operation of renewable energy power plants in Japan. The Group's renewable energy generation capacity stands at 1,375,000 kW (as of June 2025, including facilities under construction).

The renewable energy power plants operated by ERE generated approximately 1.6 billion kWh of electricity in fiscal 2024, which is equivalent to the annual electricity consumption of approximately 400,000 average households. This contributed to a reduction in CO₂ emissions of approximately 670,000 t-CO₂ compared to conventional power generation methods.

Going forward, by combining ERE's advanced business development and power plant operation capabilities with the Group's long-standing expertise in the energy business, we will further develop and speed up the business to become Japan's leading supplier of renewable energy and contribute to the realization of the 3E+S (energy security, economical efficiency and environment, plus safety) of energy in a decarbonized society. For information on our renewable energy power plants, see the [ERE website](#) □ .



JRE Oita Beppuwan Wind Farm



JRE Kamaishi Katagishi Solar Power Plant



JRE Kamisu Biomass Power Plant

Planned Power Generation Projects

	Power generation project	Generation capacity*	Planned start of operation
Japan	Kudamatsu Fourth Mega Solar Power Plant	17 MW	November 2025
	Chita Mega Solar Power Plant	22 MW	April 2026
	JRE Sakata Wind Farm (replace)	21 MW	February 2027
	Chugoku-Shikoku Region High-Voltage Bulk Solar Power Plant No. 1	48 MW	December 2027

* 100% of generation capacity

Generation Capacity by Energy Source (As of June 30, 2025)

Thermal ¹ (10 sites)	Oil, etc. (7 sites)	917 MW
	LNG (CCGT) ² (3 sites)	1,389 MW
Solar (99 sites)		952 MW
Wind (13 sites)		187 MW
Biomass (2 sites)		91 MW
Total		3,537 MW

- 1 Thermal capacity does not include refinery in-house power generation.
- 2 Gas-fired thermal power plant with combined cycle gas turbines (CCGT)

Note:

Hydro power will be excluded from the calculations from fiscal 2025 onward.

Establishment of a Hydrogen Supply Chain

Hydrogen has the potential to contribute to decarbonization in a wide range of economic activities in transportation, industry, and other sectors. We see hydrogen as one of the promising next-generation energy sources that holds the key to achieving carbon neutrality.

First, in the transportation sector, there are around 8,900 fuel cell vehicles (FCVs) (as of June 30, 2025), and approximately 150 hydrogen stations located nationwide in Japan. ENEOS operates 33 of these facilities (as of June 30, 2025). The growth of FCVs as commercial vehicles, such as buses and trucks, in addition to passenger vehicles, is expected due to factors such as their short hydrogen refueling time and long driving range. The Japanese government has prioritized support for commercial vehicles in its Basic Hydrogen Strategy, which was revised in 2023, and ENEOS is also considering the development of hydrogen stations in line with this strategy. Additionally, with an eye toward carbon neutrality, we are also introducing some hydrogen stations that produce and sell hydrogen using electricity derived from renewable energy sources and water electrolysis equipment. Furthermore, ENEOS is implementing a number of collaborative projects with local governments and leading companies in Japan and overseas for the establishment of a supply chain for transporting and supplying Japan with hydrogen produced overseas, where there is abundant renewable energy and other resources. As part of this effort, we are focusing on methylcyclohexane (MCH), a hydrogen carrier, in order to transport green hydrogen from overseas to Japan in large quantities and with high efficiency. We are now working on the development of our proprietary Direct MCH® technology, which contributes to cost reduction (see the [news release](#) for details).

ENeos refineries have the potential to serve as hubs for the stable supply of hydrogen because, in addition to the fact that they already have expertise in safely handling large quantities of hydrogen and can utilize existing infrastructure, such as ports, piers and tanks, they are located near large-scale business sites, such as power plants and steel mills. We will fully utilize these advantages in our exploration of the development of a hydrogen supply chain.

Renewable Energy Power Generation (Fiscal 2024)

Solar	1,236,616 MWh
Hydro	23,865 MWh
Wind	472,228 MWh
Biomass	566,882 MWh
Total	2,299,591 MWh

The greenhouse gas emission factor* for ENEOS Power in fiscal 2024 was 0.000508 t-CO₂/kWh (after adjustment; provisional figure).

* Greenhouse gas emission factor (after adjustment) for regular service offerings (excluding renewable energy/renewable energy [FIT] services and CO₂-free electricity services).

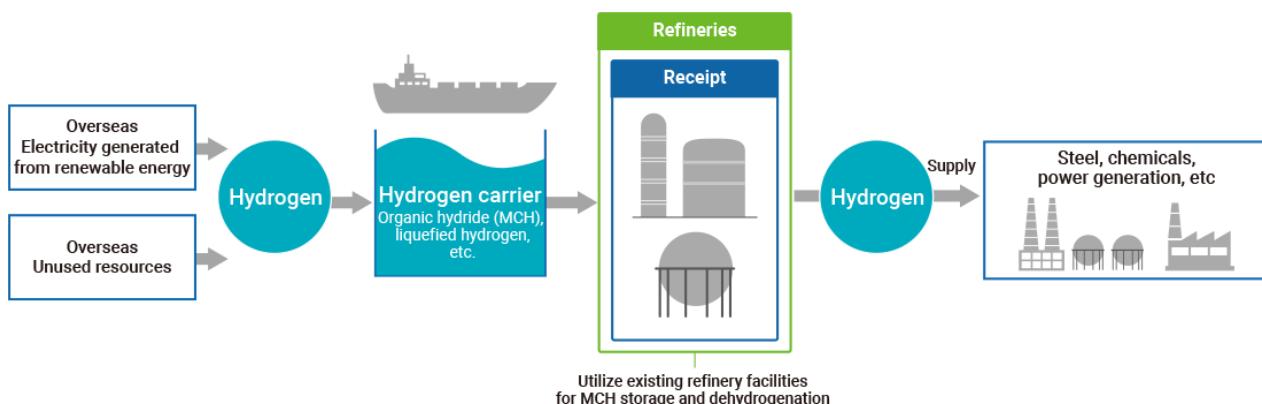


Tokyo Harumi Hydrogen Station



ENEOS Woven City Hydrogen Station

Building a Hydrogen Supply Chain Using Our Refineries as Hubs



Initiatives for the Development of a Hydrogen Supply Chain

Overseas

Project/Organization	Region	Overview
Development of a Japan-Australia hydrogen supply chain	Australia	We are studying collaboration in Australia on the potential for the low-cost, stable supply of hydrogen produced from renewable energy. The project will study more efficient production of methylcyclohexane (MCH) and maritime transport of MCH to Japan as a form of hydrogen storage and transport.
Development of a hydrogen supply chain (derived from renewable energy) in Malaysia	Malaysia	The project will manufacture several tens of thousands of tonnes of hydrogen in Sarawak, Malaysia, using electricity derived from renewable energy generated at a hydroelectric power plant. Thereafter, the hydrogen will be converted to MCH and transported by chemical tanker to demand centers outside Malaysia. For more information, see the news release .
Equity participation for building a hydrogen supply chain between Japan and the U.S.	United States	In order to verify the commercial feasibility of manufacturing cost-competitive clean hydrogen in the Gulf of Mexico and exporting MCH to Japan, we made an equity investment in MVCE Gulf Coast, LLC, a U.S. company. For more information, see the news release .

Japan

Project (Location)	Overview
Selection for NEDO Green Innovation Fund	The following four demonstration projects were selected by the National Research and Development Agency, New Energy and Industrial Technology Development Organization (NEDO) for its Green Innovation Fund (Available in Japanese only): (1) large-scale demonstration of an MCH supply chain; (2) direct MCH electrosynthesis (Direct MCH®) technology development; (3) hydrogen single fueled power generation equipment demonstration; and (4) demonstration project for the commercialization of a liquefied hydrogen supply chain. The demonstration project period is planned to last until the end of fiscal 2030. For more information, see the following news releases. <ul style="list-style-type: none">• News release on demonstration projects (1) to (4)• Joint news release with Kawasaki Heavy Industries, Ltd. and Iwatani Corporation on demonstration project (4) (Available in Japanese only)
Development of hydrogen stations	There are around 155 hydrogen stations in Japan, 31 of which are operated by ENEOS (as of September 30, 2025). ENEOS participates in the Japan Hydrogen Station Network Joint Company (Japan H2 Mobility, abbreviation: JHyM), which was established in February 2018 by automobile manufacturers, infrastructure companies, and financial investors. Through collaboration in this all-Japan consortium, ENEOS is working on the strategic development and efficient operation of hydrogen stations. ENEOS Hydrogen Stations (Available in Japanese only) For more information, see the news release (Available in Japanese only).

<p>Commercial sales of hydrogen derived from renewable energy produced at hydrogen stations (First in Japan)</p>	<p>The project will market hydrogen produced by water electrolysis using electricity generated from solar panels installed at hydrogen stations and renewable-energy-derived electricity procured from the ENEOS Group. The project has introduced a hydrogen energy management system (EMS) for optimal control of water electrolysis unit operations based on the amount of renewable energy electricity generated and hydrogen demand.</p> <p>Going forward, the project will aim for the manufacture of hydrogen using low-cost electricity by collaborating with virtual power plants (VPP), which remotely control hydrogen EMS and various energy resources.</p> <p>Next-Generation Energy Supply Platform (Available in Japanese only)</p> <p>For more information, see the news release (Available in Japanese only).</p>
<p>Hydrogen utilization study at Haneda Airport and surrounding areas</p>	<p>We will investigate the hydrogen supply potential using a model where hydrogen produced overseas is imported to the Kawasaki coastal area and then transported to the vicinity of Haneda Airport, which is a demand area. We will also investigate the hydrogen demand potential by utilizing hydrogen for electricity, heat, and GSE vehicles in Haneda Airport facilities, and hydrogen utilization in the surrounding area.</p> <p>For more information, see the news release .</p>
<p>Study for the development of a large-scale green hydrogen supply chain in Hokkaido</p>	<p>In February 2024, we exchanged a memorandum of understanding for a study on the establishment of Japan's largest green hydrogen supply chain with Idemitsu Kosan Co., Ltd. and Hokkaido Electric Power Co., Inc.</p> <p>By around 2030, we aim to build a water electrolysis plant (100 MW or more) in the western Tomakomai area of Hokkaido, which will be the largest in Japan, capable of producing more than 10,000 tonnes of green hydrogen annually. In turn, we aim to build a supply chain that supplies the produced green hydrogen to local factories and other facilities by pipeline.</p> <p>For more information, see the news release .</p>
<p>Collaborative study for utilization of hydrogen at the Mizushima Industrial Complex</p>	<p>ENEOS will study the receipt, storage, and supply of hydrogen at the Mizushima Refinery, aiming to supply the hydrogen needed for fuel use in the test furnace and steel mill at JFE Steel Corporation's West Japan Works (Kurashiki District).</p> <p>For more information, see the news release .</p>

Building an SAF Supply Chain

ENEOS is working to build an SAF* supply chain by establishing an in-house SAF manufacturing system and an import system.

For the in-house manufacturing system, we are currently proceeding with plans to install SAF manufacturing equipment that utilizes used cooking oil (hereinafter referred to as UCO) and tallow as feedstocks at our Wakayama Plant, with the aim of establishing a mass production and supply system with an annual capacity of 400,000 KL from fiscal 2028 onward. Globally, in July 2025 we agreed to enter the biofuel manufacturing and sales business in the United States with Par Pacific Holdings, Inc. and Mitsubishi Corporation. By utilizing and partially renovating existing facilities at the Kapolei Refinery in Hawaii, operated by Par Pacific, we will expect to produce approximately 150,000 KL of SAF per year.

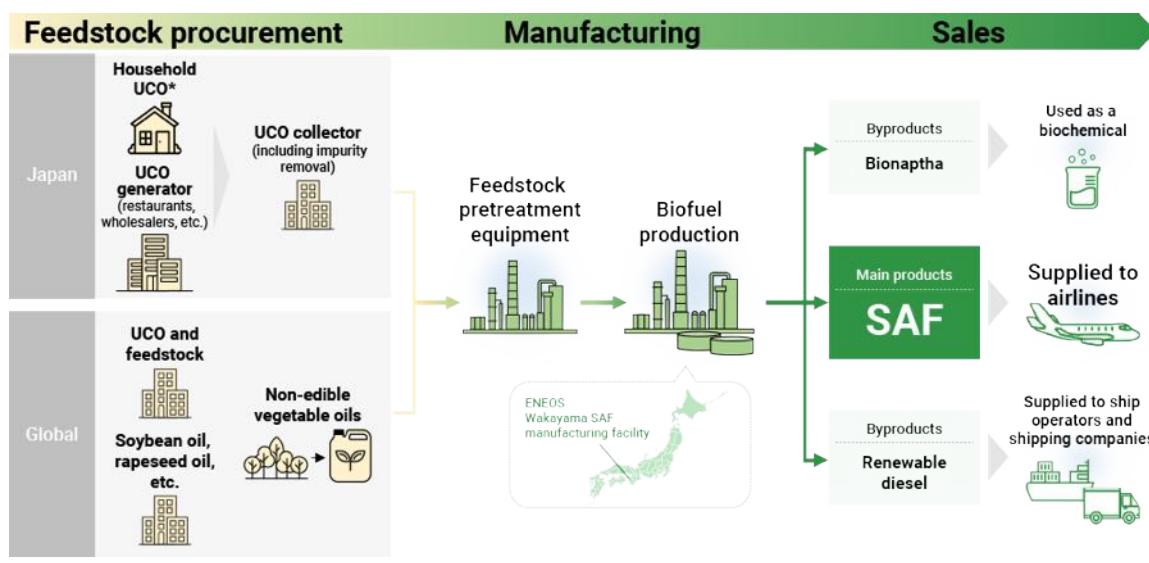
On the import system, we signed agreements for the purchase and sale of SAF with Japan Airlines Co., Ltd. (JAL) in July 2024 and Skymark Airlines Inc. in February 2025. As the first domestic oil company to import SAF into Japan, we are positioned to supply the aviation industry, which is pursuing SAF procurement both domestically and internationally. Through these partnerships, we aim to accelerate SAF adoption and growth in Japan.

Regarding feedstock, currently 120,000t of UCO from restaurants and other businesses (total 500,000t per year) is exported overseas, while approximately 90% of the UCO generated by ordinary households (total 100,000t per year) is discarded. In order to utilize this UCO as SAF feedstock, we are considering establishing a collection and recycling scheme through partnerships with other companies.

For more details of our initiatives, see [Sustainable Aviation Fuels \(SAF\)](#).

* Sustainable aviation fuel: Low-carbon, sustainable aviation fuel made from feedstocks such as UCO, biomass, and waste residues.

Building an SAF Supply Chain



* UCO: Used cooking oil

Launched Sales of Environmental Attributes

ENEOS began selling environmental attributes (EA)¹ of SAF to corporate aircraft users in September 2024. These EAs are sold on a platform certified by a third party to ensure their traceability.

ENEOS aims to provide a stable supply of energy, including the supply of SAF to the aviation industry. However, cost and supply chain constraints have made it difficult for aviation industry stakeholders to promote the use of SAF. Through this initiative, ENEOS will establish a mechanism to share the costs and benefits of SAF with aviation industry stakeholders and support the aviation industry and its corporate customers in achieving their goals of net-zero CO₂ emissions (see the [news release](#) for details).

In addition to selling SAF EAs, ENEOS has also purchased SAF EAs for its own operations, insetting² 137.504 t-CO₂ related to employee business travel by air.

- 1 Greenhouse gas emissions reduction effects associated with the use of SAF. Airlines will reduce direct CO₂ emissions from aircraft operations (Scope 1 for airlines). At the same time, indirect CO₂ emissions from air cargo transport, employee business trips, etc. (Scope 3 for airline users) will be reduced.
- 2 Carbon insetting refers to reducing emissions within the scope of a company's business activities. For example, CO₂ emissions from air travel during business trips can be reduced by utilizing SAF EAs. This differs from carbon offsetting, which offsets emissions outside of business activities, as insetting focuses on reductions within business operations.

CCS Business

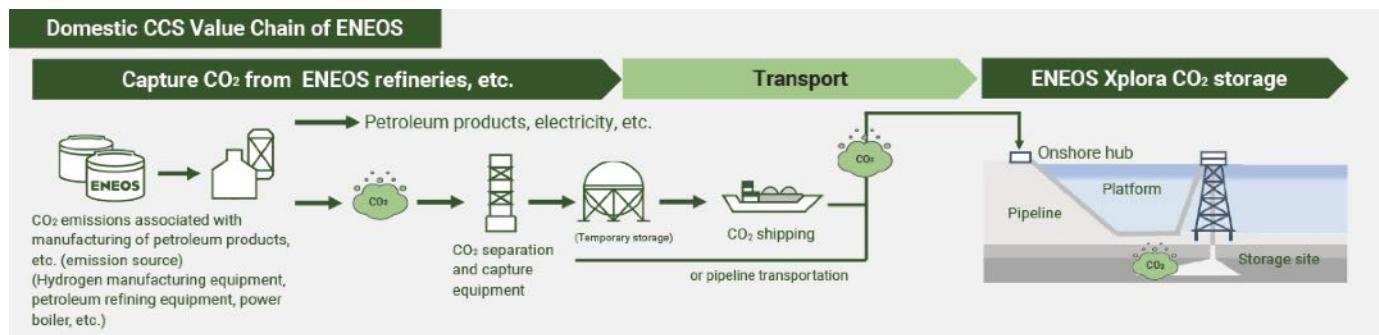
The Group is preparing to launch a large-scale CCS business in the early 2030s in cooperation with the government, which aims to achieve carbon neutrality by 2050, and various businesses that are actively working to achieve that goal.

In the Group's oil and natural gas E&P business, we commercialized a CCS/CCUS business in 2016 in Texas, USA, in which CO₂ captured from exhaust gas at a thermal power plant is injected underground. Therefore, we already have the necessary technology and knowledge for geological evaluation and CO₂ injection. While maximizing this expertise, we will collaborate with other companies to scale up operations and minimize costs, aiming for the full-scale implementation of CCS.

Activities in the CCS Business

Start	Operating companies	Activity details
February 2023	ENEOS, ENEOS Xplora	West Japan Carbon dioxide Storage Survey Co., Ltd. established jointly by three companies, Electric Power Development Co., Ltd. (J-POWER), ENEOS, and ENEOS Xplora, for the storage of CO ₂ in western Japan
March 2023	ENEOS Xplora	Acquisition of shares of Japan Drilling Co., Ltd., which has offshore drilling technology necessary for CO ₂ storage
August 2023	ENEOS, ENEOS Xplora	Selected along with J-POWER as a contractor for the Japan Organization for Metals and Energy Security (JOGMEC)'s fiscal 2023 "Study on the Implementation of Japan's Advanced CCS Project"
December 2023	ENEOS, ENEOS Xplora	Started joint study with Santos Limited for the establishment of a CCS value chain between Japan and Australia
March 2024	ENEOS Xplora	Started joint study with Chevron New Energies for the establishment of a CCS value chain
March 2024	ENEOS, ENEOS Xplora	Mitsubishi Corporation, PETRONAS CCS Solutions, ENEOS and ENEOS Xplora concluded a memorandum of understanding for a study on the establishment of an overseas CCS value chain for CO ₂ emissions from Tokyo Bay
September 2024	ENEOS, ENEOS Xplora	Our project off the coast of northern Peninsular Malaysia was selected by the Japan Organization for Metals and Energy Security (JOGMEC)'s fiscal 2024 "Engineering Design Work for Japanese Advanced CCS Projects"
October 2024	ENEOS, ENEOS Xplora	Our project off the coast of western Kyushu was selected by the Japan Organization for Metals and Energy Security (JOGMEC)'s fiscal 2024 "Engineering Design Work for Japanese Advanced CCS Projects"

Domestic CCS Value Chain of ENEOS



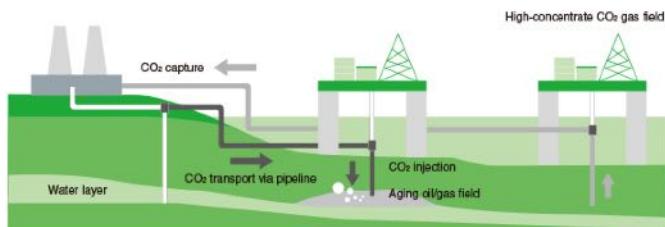
Oil and Gas E&P Using CO₂-EOR and CCS Technologies

ENEOS Xplora carries out its business activities with attention to the reduction of greenhouse gas emissions.

The company is taking part in a project in the state of Texas in the United States to increase output from a depleted oil field by injecting CO₂ captured from the flue gas of a thermal power plant. Since April 2017, a total of 5.00 million tonnes of CO₂ has been captured and injected into the oil field for storage through this project, greatly contributing to increasing oil output and lowering greenhouse gas emissions using CO₂-EOR (enhanced oil recovery) technology.

In March 2024, ENEOS Xplora signed a contract with Malaysia's state-owned oil company PETRONAS and PETRONAS Carigali Sdn. Bhd., a wholly-owned subsidiary of PETRONAS, for the production of five undeveloped gas fields containing high concentrations of CO₂ off the coast of Peninsular Malaysia, and also signed a joint operation agreement with PETRONAS Carigali. This is a combination of conventional development and CCS, in which CO₂ captured from gas fields is injected underground, with the aim of developing low-carbon oil and natural gas.

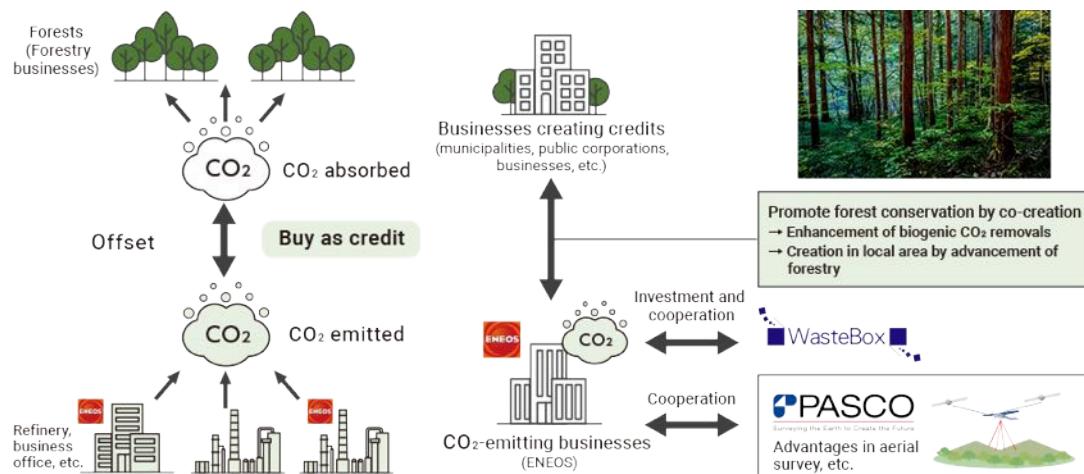
CO₂ Separation and Capture in a Gas Field in Malaysia



CO₂ capture plant (state of Texas in the United States)

Forest Absorption (Enhancement of Biogenic CO₂ Removals)

The Group utilizes biogenic removals from forests and other sources as an important means of removing CO₂. In order to achieve a 73% reduction in operational emissions by fiscal 2040 and carbon neutrality by fiscal 2050, we are implementing initiatives to create and utilize forest-derived carbon credits in Japan and overseas.



Projects for Removal by Forests

Region	Start	Details
Japan	January 2022	Signed a partnership agreement with Kumakogen Town, Ehime Prefecture for the creation of J-Credits*
	November 2022	Signed a partnership agreement with Niigata Public Corporation of Agriculture and Forestry for the creation of J-Credits
	November 2023	Signed a partnership agreement with Mori Town, Hokkaido, in collaboration with Nippon Life Insurance Company for the creation of J-Credits
	June 2024	Signed a partnership agreement with Wakayama Public Corporation for Forests and Greenery for the creation of J-Credits
	November 2024	Signed a partnership agreement with Fukushima Midorino Morizukurikosha Public Interest Incorporated Association for the creation of J-Credits
	December 2024	Signed a partnership agreement with JForest Tsurui Village in Hokkaido and The Norinchukin Bank for the creation of J-Credits
	May 2025	Signed a partnership agreement with Ichinoseki City, Iwate Prefecture for the creation of J-Credits
	August 2025	Signed a partnership agreement with Shimane Prefecture, Shimane Forest Association (J Forest), Shimane Forest Association, and Shimane Forestry Corporation for the creation of J-Credits
Overseas	July 2023	Invested in Eastwood Climate Smart Forestry Fund I, a US forestry fund formed by the Sumitomo Forestry Group

* A system in which the Japanese government certifies the amount of CO₂ and other greenhouse gas emissions reduced through the introduction of energy-saving equipment and the use of renewable energy, as well as the amount of CO₂ and other greenhouse gases absorbed through appropriate forest management, as "credits"

The 3Rs (Reduce, Reuse, Recycle)

Basic Approach

The ENEOS Group is doing its part to develop a recycling-oriented society by reducing waste in its own activities as well as in society. We are promoting resource conservation, along with waste reduction, reuse, and recycling within the Group, while strengthening circular economy initiatives throughout our entire supply chain.

Structure

For information on our structure, see [Environmental Management](#).

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

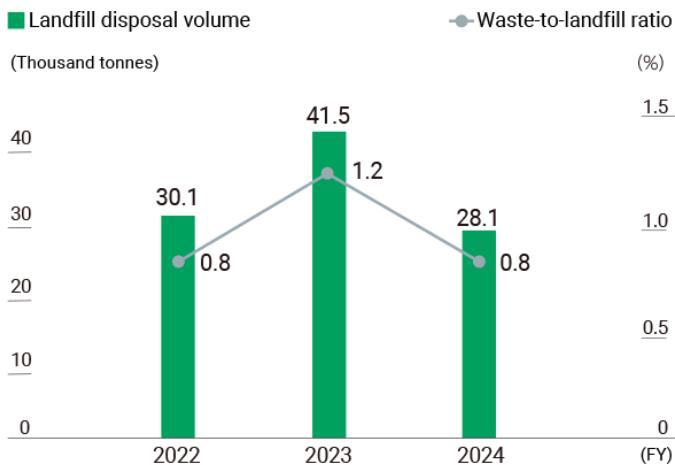
Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Contribution to the development of a recycling-oriented society	Reduction in landfill disposal	Waste-to-landfill ratio: Maintain zero emissions (less than 1%)	 0.8%	

Results

For information about , see the [Editorial Policy](#).

Landfill Disposal Volume and Waste-to-Landfill Ratio



Note:

For detailed data, see [Data](#).

Major Initiatives

Waste Reduction

The Group manages and recycles waste appropriately, with a target of maintaining zero emissions (waste-to-landfill ratio of less than 1%). In fiscal 2024, waste totaled 3,749 thousand tonnes and landfill waste totaled 28 thousand tonnes. The waste-to-landfill ratio was 0.8%, indicating that we achieved our zero-emissions target. Factors contributing to the change from the previous fiscal year include a decrease in landfill waste generated during pavement repair work and building demolition work, which resulted in a decrease in the landfill disposal volume and waste-to-landfill ratio. Sludge is the most common waste generated by refineries and plants, accounting for about 40% of the total waste volume. We pursue recycling and reuse through initiatives for waste reduction, including using the collected particulate matter and sludge released from oil refineries as raw materials for cement, and the repeated use of neutralized sludge¹ at our smelting and refining facilities. In addition, we use LCA methodology² in evaluating the development of certain lubricant products.

- 1 Material generated by the neutralization reaction in the smelting process.
- 2 LCA methodology involves quantitatively evaluating the environmental effects of product manufacturing throughout the entire life cycle, from procurement of raw materials to manufacturing, transport, use, and disposal. LCA is an acronym for "life cycle assessment."

Targets and Processes Surpassing Legal Requirements for Industrial Waste

In response to Keidanren's (Japan Business Federation) call for the development of a recycling-oriented society, oil companies have been working on waste reduction and recycling at their refineries. The target for the petroleum industry in Keidanren's Voluntary Action Plan for Establishing a Sound Material-Cycle Society is to maintain a waste-to-landfill ratio of 1% or less in fiscal 2025. ENEOS is striving to reduce the waste-to-landfill ratio by setting a target for its refineries to maintain "zero emission plus" (waste-to-landfill ratio of less than 0.3%), which is more rigorous than the Keidanren target.

Responsible Management of Waste

We confirm whether waste emitted at our refineries is disposed of responsibly in accordance with our duty under the Waste Disposal and Public Cleansing Act. Each of our refineries systematically conducts audits of waste disposal contractors.

Pursuit of a Circular Economy

The Group is promoting a circular economy¹.

Society is shifting from a linear economy² to a circular economy—from a mass production, mass consumption economy to an economy that recycles and reuses resources. A circular economy goes one step further than the 3Rs by considering the environment from the design stage, using maintenance to lengthen product life, and enhancing usage efficiency by incorporating leasing and sharing.

The Group has established three action guidelines for realizing a circulating society: namely, protecting finite resources, reducing environmental impact, and leveraging changes in society as opportunities. Under these guidelines, we will supply products that utilize recycled resources and provide materials and services that contribute to resource conservation. We will also reduce CO₂ emissions throughout the supply chain by utilizing waste and providing the clean energy needed for resource recycling. We will leverage changes in society, such as changes in consumer behavior and the value placed on environmental contributions, as opportunities to promote a circular economy, thereby contributing to the realization of a carbon-neutral, circulating society.

- 1 An economic system that seeks to recycle resources through their effective use in each stage of the value chain
- 2 An economic system where products flow in a single direction with resources being consumed and disposed without recycling or reuse

ENEOS Group's Action Guidelines for Realizing a Circulating Society

Protecting finite resources

Responding to the growing demand for the development of materials that **do not rely on conventional resources** and **for resource efficiency**

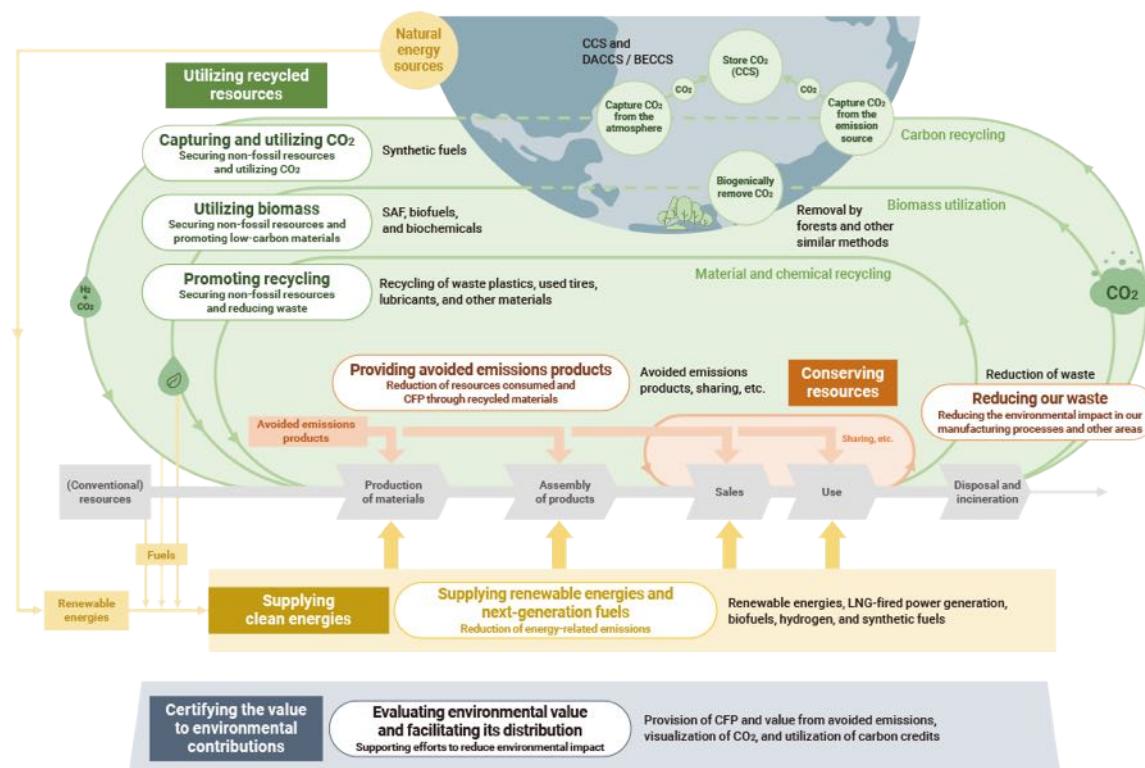
Reducing environmental impact

Promoting collaboration with the government and society to **utilize waste effectively and reduce CO₂ emissions throughout the entire supply chain**

Leveraging changes in society as opportunities

Providing products, services, and value that address social needs arising from **changes in consumer behavior** and **certifying the value to environmental contributions**

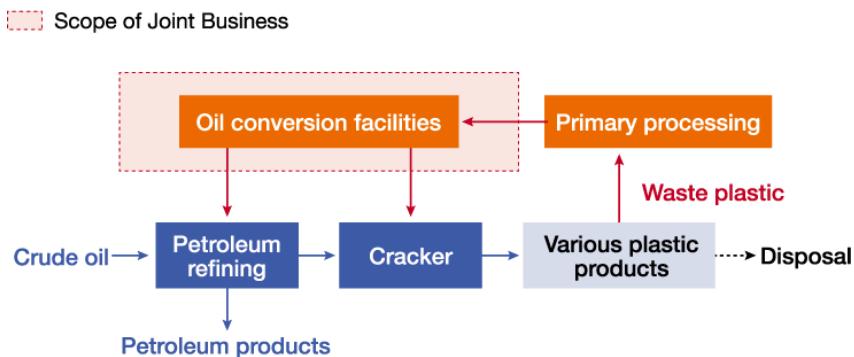
■ Circular Economy Initiatives for Realizing a Circulating Society Not Dependent on Conventional Resources



Joint Plastic-to-Oil Conversion Business (Chemical Recycling)

ENEOS is engaged in a joint plastic-to-oil conversion business with Mitsubishi Chemical Corporation at the Kashima industrial complex, site of the Kashima Refinery. In July 2025, the two companies completed construction of a commercial chemical recycling facility with an annual processing capacity of 20,000 tonnes, which will be the largest-scale in Japan on a commercial basis. The recovered oil produced at the facility will be used as a raw material at both companies' petroleum refinery and naphtha cracker to produce recycled petroleum and plastic products.

■ Workflow of Plastic-to-Oil Conversion



Recycling Synthetic Rubber from Used Tires (Chemical Recycling)

Synthetic rubber derived from petroleum is one of the main materials used when producing tires. ENEOS, in cooperation with Bridgestone Corporation, aims to establish chemical recycling technology to produce chemicals and other raw materials for synthetic rubber from cracked oil obtained from the precise pyrolysis of used tires. Looking to the future, ENEOS is committed to further improving resource recycling and reducing CO₂ emissions in the value chain of the tire/rubber and petroleum/petrochemical industries. In February 2022, this initiative was adopted as a Green Innovation Fund Project of the New Energy and Industrial Technology Development Organization (NEDO), a national research and development agency.

Asphalt Pavement Utilizing Waste Plastics (Material Recycling)

A typical asphalt pavement is composed of about 95% (by weight) of stones and sand called aggregates, and asphalt, called a binder, holds these aggregates together.

ENEOS is working on the development of asphalt paving technology that replaces all aggregates with waste plastic. Demonstration tests are now underway at the SOYORA Hamamatsu Nishiiba store opened by AEON RETAIL Co., Ltd. in Hamamatsu City, Shizuoka Prefecture in October 2023, and at the ENEOS Platform opened in Ushiku City, Ibaraki Prefecture in March 2024.

Through the use of waste plastics, which are difficult to use in material recycling and are mainly used for thermal recycling, our new asphalt pavement is expected to reduce CO₂ emissions by about 40% compared to conventional ones.

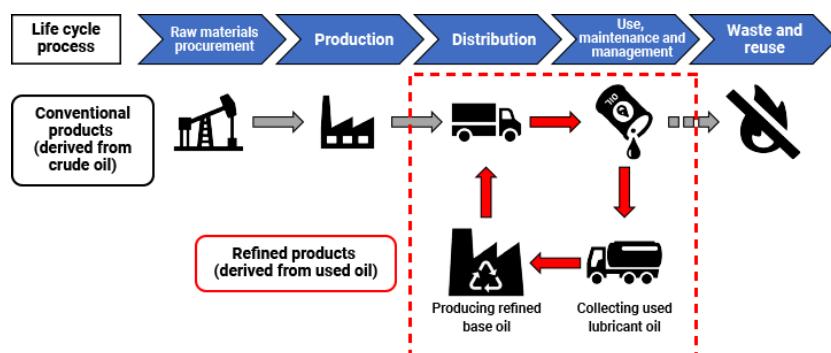
Refining Base Oil from Used Lubricants (Material Recycling)

ENEOS is working to commercialize a resource-circulation process to refine base oil from used lubricants. By recovering and refining base oil—the primary component of lubricant products—from used lubricants, we aim to reduce CO₂ emissions throughout the lubricant lifecycle and ensure a stable supply of base oil.

This initiative was selected as part of the Ministry of the Environment's publicly funded project, *Demonstration Project for Building Resource Circulation Systems for Plastics and Other Materials to Support a Decarbonized Society*. Through a two-year demonstration project which began in fiscal 2022, we successfully produced low-carbon base oil.

In the technical validation phase, we used engine oil collected from the market as the raw material, with the cooperation of Toyota Motor Corporation.

Scope of Base Oil Refine Business in the Lubricant Life Cycle



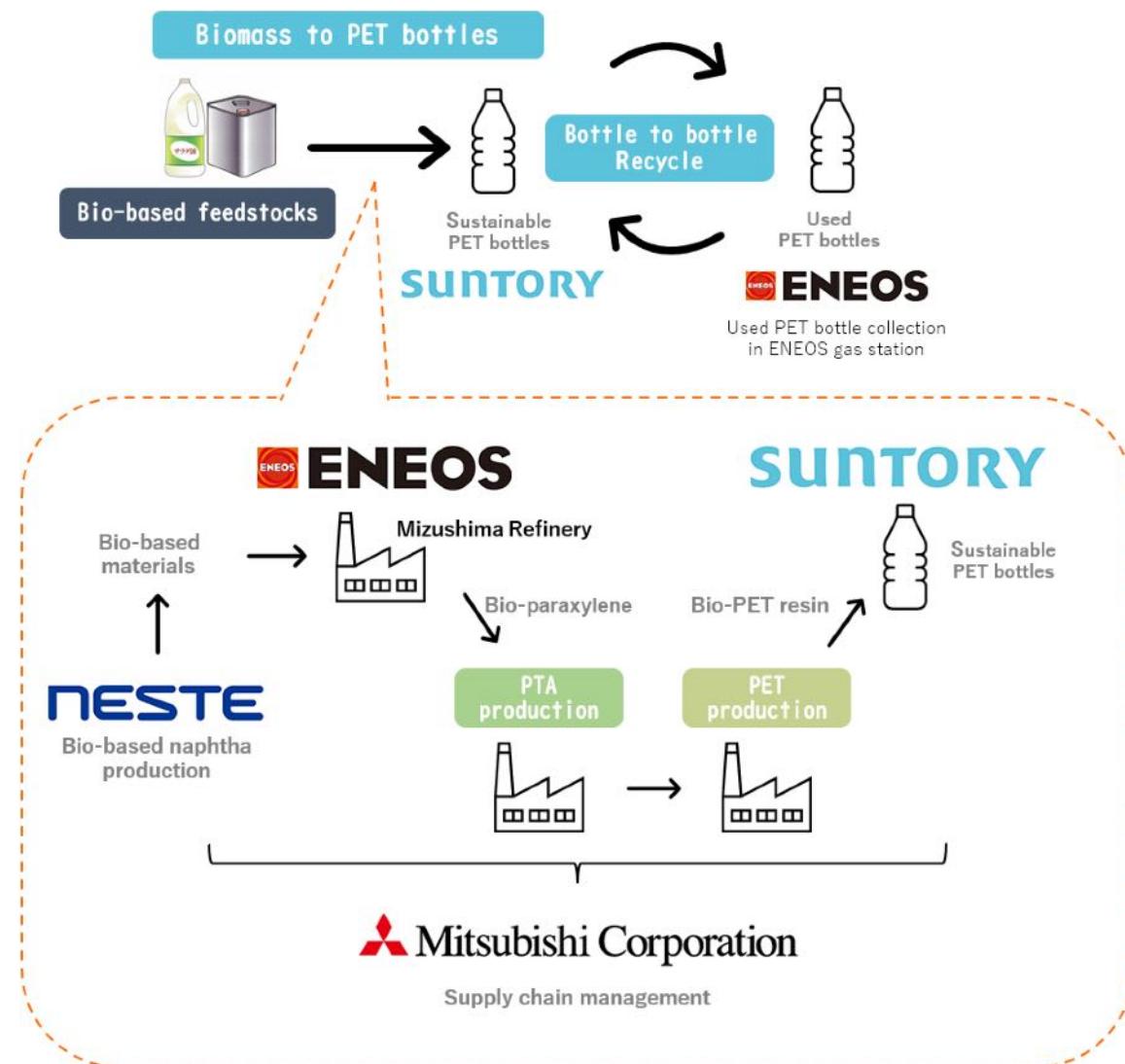
The World's First Initiative for Bio-Paraxylene Origin "Biomass to PET Bottles" (Effective Utilization of Biomass)

In August 2023, ENEOS reached an agreement with Suntory Holdings Limited and Mitsubishi Corporation to establish a supply chain for sustainable PET resin made from bio-paraxylene. ENEOS manufactures paraxylene, a raw material for PET bottles, and has been studying the possibility of supplying chemicals made from non-fossil raw materials. In the recently established supply chain, bio-paraxylene was produced for the first time in the world on a commercial scale from biomass feedstock made from untapped resources such as used cooking oil, using the mass balance method*, at the ENEOS Mizushima Refinery. PET bottles made using this bio-paraxylene were introduced for some Suntory products in November 2024.

By realizing "biomass to PET bottles" through the use of bio-paraxylene, we will increase the non-fossil resource ratio of petrochemical feedstocks, as indicated in our Carbon Neutrality Plan.

* A method in which raw materials with specific characteristics, such as biomass raw materials, are mixed with non-biomass raw materials in the distribution and processing process from raw materials to finished products, and those characteristics are assigned to a portion of the product in proportion to the input of raw materials with those characteristics. A system that connects the value of the characteristics of raw materials to the final product by managing the balance of In and Out for each company in the supply chain.

"Biomass to PET Bottles" Supply Chain

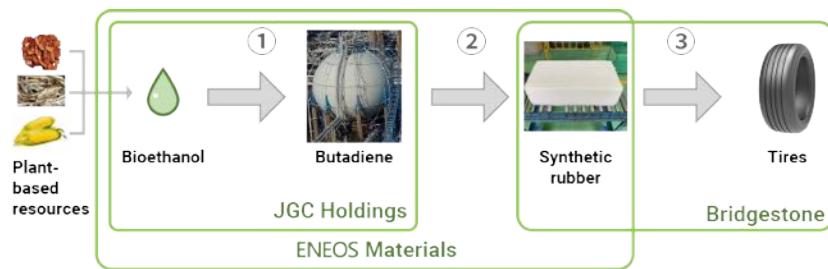


Initiative for the Commercialization of Tires Made from Plant-based Synthetic Rubber (Biomass Utilization)

ENEOS Materials is working with Bridgestone Corporation and JGC Holdings Corporation to strengthen collaboration toward commercializing tires made from plant-based synthetic rubber in the early 2030s. This initiative is expected to improve the sustainability of raw materials for tires and contribute to ensuring a stable supply of butadiene in the future.

In July 2024, the Biomanufacturing Ecosystem Construction Project Using Wood and Other Under-Utilized Resources, in which ENEOS Materials and JGC Holdings Corporation are participating, was selected for the Research and Development of Technologies to Promote Biomanufacturing of the New Energy and Industrial Technology Development Organization (NEDO), a national research and development agency.

Collaboration Among the Three Companies and Division of Roles



Development of Carbon-Neutral Engine Oil (Biomass Utilization)

In December 2024, ENEOS successfully developed an engine oil that helps achieve carbon neutrality. The newly developed engine oil uses 100% plant-derived base oil and is certified to meet API SP¹ and ILSAC GF-6² standards, with a viscosity grade of 0W-20. To further advance carbon neutrality, we plan to develop engine oils that comply with the latest specifications—API SQ, ILSAC GF-7, and JASO GLV-2³.

- 1 API SP: Gasoline engine oil standard set by the American Petroleum Institute
- 2 ILSAC GF-6: Gasoline engine oil standard set by the International Lubricant Standardization and Approval Committee
- 3 JASO GLV-2: The latest standard set by the Japanese Automotive Standards Organization, offering even greater fuel efficiency than ILSAC GF-7 and guaranteeing industry-leading performance

Battery Recycling Through Sharing Services

ENEOS service stations are working to recycle batteries. In 2022, we established Gachaco, Inc.*, which provides battery sharing services for electric motorcycles. Gachaco has established battery exchange sites at around 50 ENEOS service stations, mainly in Tokyo and Osaka, and is working to build a system for the recycling of batteries.

* A joint venture of ENEOS Holdings, Honda Motor Co., Ltd., Kawasaki Motors, Ltd., Suzuki Motor Corporation, and Yamaha Motor Co., Ltd.

Management of Chemical Substances

Basic Approach

Based on laws and regulations such as the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof (Pollutant Release and Transfer Register Act), the ENEOS Group strives to properly manage chemical substances and reduce emissions of such substances. In addition, we are shifting to chemicals with lower impacts on health and the environment.

We are also committed to properly managing chemical substances not covered by these laws and regulations.

Structure

For information on our structure, see [Environmental Management](#).

Major Initiatives

Compliance with Laws and Regulations

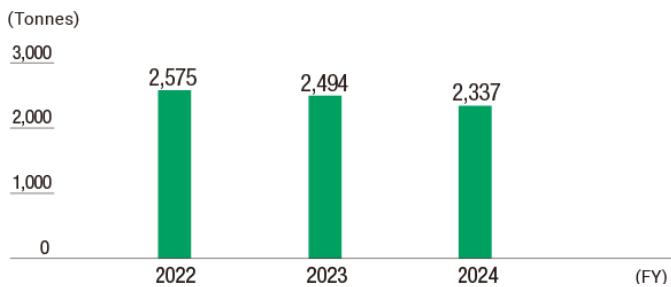
Management and Monitoring of Specified Chemical Substances under Japan's Pollutant Release and Transfer Register Act

The Group manages and monitors the release and transfer amounts of specified chemical substances, such as benzene, toluene, and xylene, which are found in gasoline, based on Japan's Pollutant Release and Transfer Register Act.

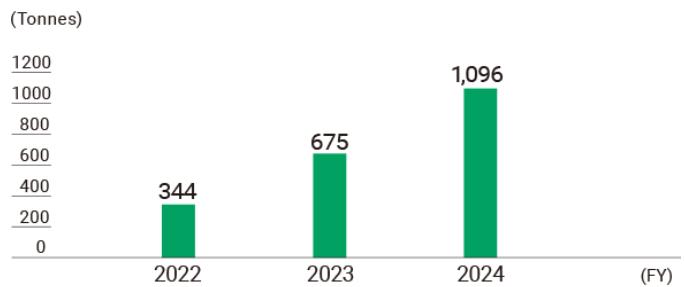
In fiscal 2024, the Group's releases totaled 2,337 tonnes, a decrease of 157 tonnes over the previous fiscal year, and transfers totaled 1,096 tonnes, an increase of 421 tonnes over the previous fiscal year. The increase in transfers from the previous year is due to revisions in the scope of aggregation.

For information about , see the [Editorial Policy](#).

Release of Specified Chemical Substances



Transfer of Specified Chemical Substances



Note: For detailed data, see [Data](#).

Management of PCB* Waste

The Group carries out storage notification and systematic treatment of PCB waste based on Japan's Act on Special Measures concerning Promotion of Proper Treatment of PCB Wastes (PCB Special Measures Act).

* Polychlorinated biphenyl (PCB): Due to its excellent electric insulation properties, this chemical compound was used mainly in applications such as insulating fluids for transformers and capacitors, and carbonless copiers. However, its production and import are now prohibited.

Compliance with Domestic and International Regulations

Laws and regulations on the handling of chemical substances are being developed both in Japan and abroad to protect the environment, as well as safety and health. There are also cases where countries have newly implemented chemical substance registration systems or modified existing ones. The Group takes necessary measures, such as registering substances in chemical substance registration systems in accordance with regulations in Japan and abroad, including the REACH Regulation in Europe and the Act on the Regulation of Manufacture and Evaluation of Chemical Substances in Japan.

Guidelines on Chemical Substances in Our Products and Management of Chemical Substances

ENEOS has voluntarily established standards for managing the chemical substances used in its products. We have specified prohibited substances (such as most organochlorine compounds, mercury compounds, lead compounds, and phthalates) and substances that require monitoring (such as VOCs including toluene and xylene) to better manage their use in products, and we are working to mitigate any harmful effects they may have. In addition, at ENEOS and ENEOS Materials, we provide essential product safety information to customers and others involved with our products using methods such as safety data sheets (SDS). In the event that we obtain new information about any hazards or environmental impacts of our products, we promptly update the relevant SDS to provide the latest information to customers and all parties involved with our products.

Prevention of Environmental Pollution

Basic Approach

In addition to complying with relevant laws and regulations, the ENEOS Group works to maintain and conserve natural resources such as water, soil, and the atmosphere by curbing the further release of environmental pollutants, effectively utilizing water resources, and other measures. To prevent environmental pollution, we continuously work to mitigate risks by improving our facilities and conducting emergency response and other training drills covering items identified as serious concerns from an environmental perspective through the environmental management system (EMS) of each Group company.

Structure

For information on our structure (EMS), see [Environmental Management](#).

Major Initiatives

Establishment of and Compliance with Targets and Voluntary Standards More Rigorous than Statutory Requirements

ENEOS's refineries and plants voluntarily conclude pollution prevention agreements with local governments. In these agreements, we have set targets for the avoidance and reduction of environmental pollution and the quality of wastewater that are more rigorous than those stipulated by laws and regulations, and we comply with them.

In fiscal 2024, there were no serious leaks or discharges.

Prevention of Air Pollution

For information about , see the [Editorial Policy](#).

Reducing SOx Emissions

Sulfur oxides (SOx), which are known to cause acid rain, are released into the atmosphere mainly as a component of exhaust gases from combustion facilities.

The Group carries out measures such as using fuels with low sulfur content, removing SOx using flue gas desulfurizers, and managing emissions using voluntary standards.

SOx emissions in fiscal 2024 totaled 8 thousand tonnes, a decrease from the previous fiscal year.



Flue gas desulfurizer

Reducing NOx Emissions

Nitrogen oxides (NOx), like SOx, are known to cause acid rain and are released into the atmosphere mainly as a component of exhaust gases from combustion facilities.

The Group carries out measures such as using low-NOx boilers at combustion facilities, removing NOx using flue gas denitrifiers, and managing emissions using voluntary standards.

NOx emissions in fiscal 2024 totaled 12 thousand tonnes, about the same as the previous fiscal year.



Flue gas denitrifier

Reducing VOC Emissions

Volatile organic compounds (VOCs), which are thought to produce photochemical oxidants through a photochemical smog reaction with NOx and ultraviolet rays from sunlight, are released from places such as storage facilities for petroleum products.

The Group has installed VOC recovery equipment in storage facilities and truck loading facilities.

VOC emissions in fiscal 2024 totaled 11 thousand tonnes, about the same as the previous fiscal year.

VOC Recovery

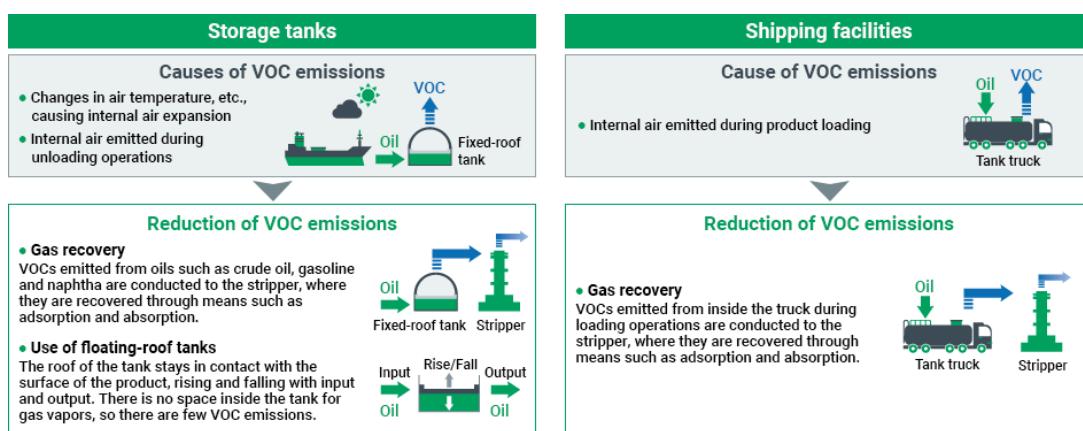
Volatile organic compounds (VOCs) containing hydrocarbons are released into the air whenever gasoline is pumped from tank trucks into storage tanks at service stations. These VOCs are not only a source of photochemical oxidants, but also cause irritating odors in neighboring communities and can adversely affect the health of both customers and employees.

Therefore, ENEOS has installed recovery equipment on the ventilation ducts of service station storage tanks, which enables tank trucks to recover these VOCs so that they are not released into the atmosphere.

The ENEOS Group's Kiire Terminal recovers, without releasing, the gases that have accumulated inside tankers when loading crude oil, and reuses the VOCs contained in these gases by absorbing them into the crude oil. Gases, including odor-causing ones, that are not absorbed are broken down.

The Group was the first in the world to implement this mechanism. This technology is contributing to the advancement of environmental conservation measures and the effective utilization of energy.

VOC Emissions and Reduction Measures at Refineries



Effective Utilization of Water Resources and Preventing Water Pollution

For information about , see the [Editorial Policy](#).

Effective Utilization of Water Resources

Each of the Group's principal business sites has established and operates an environmental management system (EMS), which they use to appropriately assess and address environmental impacts concerning water usage.

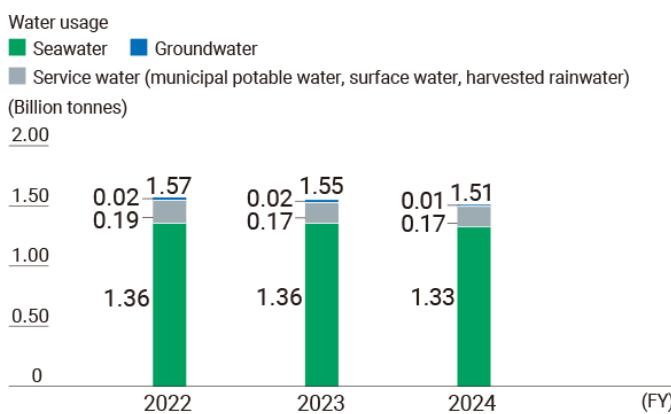
Water Usage

The Group uses water for purposes such as operating and cooling power generation facilities at refineries and smelters. Approximately 88% of this water is seawater.

In fiscal 2024, the volume of water used was 1.51 billion tonnes, and the water discharge volume was 1.37 billion tonnes.

The ENEOS Group recycles approximately 97% of the cooling water, which accounts for most of the water usage, at its refineries. To reduce the amount of water used, smelters that use seawater for cooling have partially switched to recycled water.

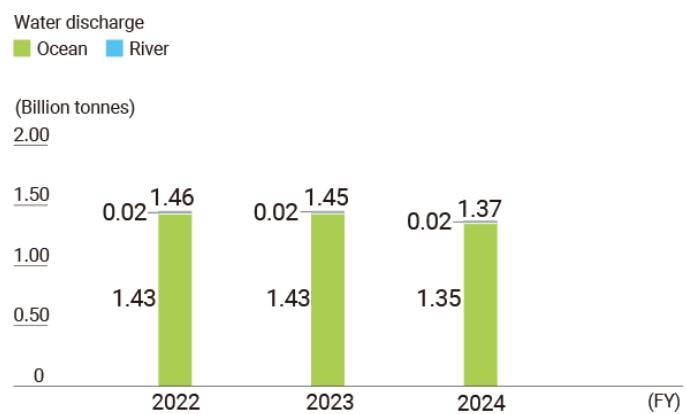
■ ENEOS Group Water Usage Volume



Note:

For detailed data, see [Data](#).

■ ENEOS Group Water Discharge Volume



Notes:

The amount of wastewater discharged into groundwater and wells, discharged into off-site water treatment facilities, and discharged for water use and other use are all zero.

Figures for each item have been rounded. As a result, the sum of the figures may not match the total.

For detailed data, see [Data](#).

Response to Water Risks

The Group uses tools such as the Aqueduct water risk mapping tool from the World Resources Institute (WRI) to verify whether our manufacturing sites are in areas of elevated water risk.

In fiscal 2021, we assessed water risks at our manufacturing sites (21 sites) and confirmed that there are no high-risk sites. In fiscal 2022, we reassessed 20 of these sites and newly assessed seven major overseas manufacturing sites.

As a result, PT. JX Nippon Oil & Energy Lubricants Indonesia was assessed as high risk in terms of "coastal nutrition potential" of water quality. However, the impact on water quality has been reduced at the plant because the environmental impact on the water quality of the discharge destination has been identified and a management system based on ISO 14001, including compliance with local regulatory standards, has been put into place. We do not expect any major impact that will affect the operation of the plant.

With efforts to conserve and manage water resources gaining attention worldwide, going forward, we will review the results of risk assessments every three years. In addition, in the event that new high-risk indicators are identified due to the expansion of the scope of data or other factors, we will obtain detailed information from external organizations and assess the impacts on our operations.

Reducing the Release of Water Pollutants

The Group manages and monitors pollutants in wastewater through regular maintenance of water treatment facilities based on voluntary standards that are more rigorous than laws, regulations, ordinances, and agreements, including Japan's Water Pollution Prevention Act.

In fiscal 2024, there were no serious violations of laws or regulations concerning the prevention of water pollution and no oil spills or other serious incidents at our manufacturing sites.

Preventing Marine Pollution

For the marine transport of oil, the ENEOS Group is required to comply with the International Convention for the Prevention of Pollution from Ships (MARPOL), an international convention developed by the International Maritime Organization (IMO) that includes regulations for the prevention of environmental pollution from oil and the prohibition of waste discharge into oceans and seas.

In addition to fully complying with this convention, we take further steps to prevent marine pollution, such as taking incinerator ash as defined in the convention back to land for proper disposal rather than discharging it into the ocean.

ENEOS established a new manufacturing method and a shipment system for low-sulfur marine fuel in accordance with the introduction of worldwide environmental regulations by the IMO in January 2020.

Soil Contamination Countermeasures

ENEOS conducts regulatory-compliant surveys on land that it owns that has the potential for soil or groundwater contamination, focusing particular efforts on sites such as refineries, oil depots, and service stations, and also undertakes voluntary surveys at opportunities such as the decommissioning of facilities. If contamination is confirmed, appropriate remediation measures are implemented based on site-specific conditions.

In fiscal 2024, there were no instances of soil contamination at ENEOS properties.

Biodiversity

Basic Approach

The operations of the ENEOS Group may impact the environment surrounding our operation and production sites. Given the nature of our business, we consider biodiversity conservation to be an important effort, as stated in the Group Code of Conduct.

We carry out initiatives such as the implementation of environmental impact studies when establishing new operation and production sites in order to obtain an accurate understanding of local ecosystems, including plants, birds and other animals, and marine life.

In addition, ENEOS, which has many production sites, has established the Energy Group* Guidelines on Biodiversity.

Energy Group* Guidelines on Biodiversity

Basic Stance

We will carry out initiatives with attention to biodiversity in every aspect of our business activities, under the recognition that our business activities are deeply related to the Earth's biodiversity.

Action Policy

1. We will ascertain and analyze the impacts of our business activities on biodiversity and strive to make improvements.
2. We will promote activities that contribute to biodiversity preservation, such as nature protection and environmental education.
3. We will disclose and share information on our efforts to preserve biodiversity.

* ENEOS and its Group companies

Structure

For information on our structure, see [Environmental Management](#).

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Appropriate understanding and management of biodiversity risks	Understand the degree of dependence and impact on natural capital	Understand the degree of dependence and impact on natural capital in main business sectors		Utilized ENCORE* to perform analysis and understand degree of dependence and impact * Exploring Natural Capital Opportunities, Risks and Exposure: A tool to help organizations investigate their exposure to nature-related risks and understand their dependencies and impacts on nature.

Understanding Biodiversity Risks

In fiscal 2022, the Group used the Integrated Biodiversity Assessment Tool (IBAT), an online tool available to the general public, to survey 27 of its manufacturing sites¹, including overseas sites, to determine their proximity to important protected areas. As a result, it was determined that there are no protected areas that fall under the categories of strict nature reserve, wilderness area, national park, or natural monument or feature (see table below for categories I a,b, II, III) within a five-kilometer radius of any of these sites. The results of the risk assessment are reviewed regularly, and if new protected areas are identified as a result of the expansion of the target sites or other factors, we will obtain detailed information from external organizations and assess the impacts on our operations.

Starting in fiscal 2024, we began positioning biodiversity risks as a material ESG issue and considering our response.

In fiscal 2024, we used ENCORE², an online tool available to the general public, to assess the impact and dependence on natural capital in our main business sectors and identified items with a high degree of impact and dependence. From fiscal 2025, we will closely examine these items to identify biodiversity risks in the supply chains of our main business sectors.

The results of these efforts are reported to the Executive Council and the Board of Directors at least once a year.

1 ENEOS: 17 (11 in Japan, 6 overseas), ENEOS Xplora: 3 (1 in Japan, 2 overseas), and JX Advanced Metals: 7 (6 in Japan, 1 overseas).

2 Exploring Natural Capital Opportunities, Risks and Exposure: A tool to help organizations investigate their exposure to nature-related risks and understand their dependencies and impacts on nature.

International Union for Conservation of Nature (IUCN) Protected Area Categories

Category I a Category I b	Strict nature reserve Wilderness area	Protected areas that are managed for academic research or protection of wilderness
Category II	National park	Areas managed for protection of functioning ecosystems and recreation
Category III	Natural monument or feature	Areas managed for protection of special natural features
Category IV	Habitat/species management area	Areas managed for conservation by additional management
Category V	Protected landscape or seascapes	Areas managed for landscape protection and recreation
Category VI	Protected area with sustainable use of natural resources	Areas managed for sustainable use of natural ecosystems

Major Initiatives

Participation in Initiatives

Endorsement of the Declaration of Biodiversity by Keidanren

ENEOS Holdings endorses the Declaration of Biodiversity by Keidanren, which states the aim of "building a society in harmony with nature and realizing a sustainable economy and society."

Participation in the Japan Business Initiative for Biodiversity (JBIB)

ENEOS has been a member of the Japan Business Initiative for Biodiversity (JBIB), a consortium of businesses actively working to conserve biodiversity in Japan, since 2013.



Participation in Call to Action

In December 2020, ENEOS Holdings joined the Call to Action of the global coalition Business for Nature*.

The Call to Action calls on governments around the world to adopt ambitious policies to reverse nature loss in the decade up to 2030, under the concept that “healthy societies, resilient economies, and thriving businesses rely on nature,” with many enterprises around the world having declared their support to date.

* Spearheaded by organizations such as the World Economic Forum, the World Business Council for Sustainable Development and the International Chamber of Commerce, Business for Nature is a global coalition established with the aim of encouraging businesses to take action toward nature conservation and restoration and drawing on businesses’ aspirations for nature conservation and restoration to influence policy decision makers.

Participation in the 30by30 Alliance for Biodiversity

In April 2022, ENEOS Holdings joined the 30by30 Alliance for Biodiversity.

The 30by30 Alliance is a voluntary alliance launched in April 2022 by 17 organizations representing the industrial, private, and governmental sectors, including the Ministry of the Environment. Its objective is to reach the 30by30 target for Japan, which aims to conserve or protect at least 30% of land and sea areas by 2030, one of the proposed targets in the first draft of the post-2020 Global Biodiversity Framework.

In October 2023, the central greenbelt of the Negishi Refinery, one of the Group’s manufacturing sites, was certified as a Nationally Certified Sustainably Managed Natural Site*, a Ministry of the Environment certification system for achieving the 30by30 target.

* Areas where the Ministry of the Environment certifies that “biodiversity is being conserved through private sector initiatives.” This certification system was begun in fiscal 2023 in recognition of the fact that in addition to the protection of areas such as national parks, initiatives in the private sector are also important for achieving the 30by30 target.



Major Initiatives in Japan

At its manufacturing sites, the Group participates in community activities to protect the environment, and also carries out efforts for the conservation of biodiversity suited to the characteristics of the local areas.

We also carry out activities such as regular environmental training for employees and community contribution activities related to environmental conservation.

■ Status of Certifications Related to Biodiversity

Type	Scope	Acquired
ABINC certification ¹	Central greenbelt at ENEOS Negishi Refinery	February 2020
Nationally Certified Sustainably Managed Natural Site certification by the Ministry of the Environment	Central greenbelt at ENEOS Negishi Refinery	October 2023
OECM ² registration	Central greenbelt at ENEOS Negishi Refinery	August 2024
ABINC certification ¹	ENEOS Sendai Refinery	February 2025

Green Area Management: Initiatives at the ENEOS Negishi Refinery and Sendai Refinery

The ENEOS Negishi Refinery is one of Japan's largest oil refineries, with an area of 2.2 million square meters and a circumference of around 12 kilometers. The area in which it is located has a network of ecosystems with a diverse array of organisms inhabiting an expansive greenbelt that includes Sankei-en and Negishi Forest Park. The Negishi Refinery carries out activities for the conservation of biodiversity utilizing the greenbelt (approximately 60,000 square meters), a hub for the area's ecosystem network, at the center of the premises.

Ecosystem surveys were begun in fiscal 2013, and in surveys to date, the presence of over 150 types of living organisms has been confirmed in the greenbelt and surrounding areas. Additionally, we regularly hold interactive events and use goat grazing to weed the greenbelt areas. While expanding these initiatives, we will continue promoting the utilization and maintenance of these areas.

The Negishi Refinery was granted certification by ABINC¹ in February 2020. The refinery was also certified by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Site in October 2023 and registered as an Other Effective area-based Conservation Measures (OECM²) site in August 2024.

The ENEOS Sendai Refinery, the only refinery in the Tohoku region, has set aside a vast greenbelt of approximately 180,000 square meters on its premises. In fiscal 2024, new green spaces were added and a biotope was installed as a model area for biodiversity. These spaces are being utilized for interaction between the refinery and the local community. The refinery carries out activities such as tree thinning and maintenance of the greenbelt aimed at creating a satoyama within the facility, which will allow local residents and employees to experience the blessings and importance of biodiversity. In recognition of these efforts, the refinery received ABINC certification in February 2025.



Interactive event



Nature viewing event held at the refinery

- 1 ABINC certification is awarded on the basis of the JBIB Guidelines for Sustainable Business Sites and the JBIB Land Use Scorecard developed by the Japan Business Initiative for Biodiversity (JBIB).
- 2 Other Effective area-based Conservation Measures: Areas other than protected areas such as national parks that contribute to biodiversity conservation. The areas certified as "Nationally Certified Sustainably Managed Natural Sites" are registered in the international database as "OECMs," except when overlapping with protected areas.



ABINC certification mark



Seaweed Bed Creation: Initiative at the ENEOS Sakai Refinery

The ENEOS Sakai Refinery is located in the Sakai-Semboku Coastal Industrial Zone in the inner part of Osaka Bay. Osaka Bay is an enclosed sea area, and the inner part of the bay has a water quality that makes it difficult for living things to thrive, as nutrients such as nitrogen and phosphorus flowing in from the land tend to stagnate, resulting in red tides.

In fiscal 2022, the refinery began working to create seaweed beds along its coastal area so that a variety of creatures can live in the waters. By creating seaweed beds, we can expect multi-dimensional effects such as improving water quality through the absorption of nutrients and the supply of oxygen, increasing places for the spawning and growth of marine life, and accumulating blue carbon through the photosynthesis of algae.

In 2024, the refinery joined the Members of the Osaka bay Blue carbon ecosystem Alliance (MOBA) (established by Osaka and Hyogo prefectures) and will continue working with neighboring organizations to advance this activity.



Installation of blocks for the epiphytic growth of algae



Forest Stewardship and Afforestation Activities

Group companies are involved in forest stewardship activities that contribute to the preservation of biodiversity. ENEOS implements forest stewardship activities called ENEOS-no-Mori at six locations across Japan in partnership with local governments and the National Land Afforestation Promotion Organization (NALAPO). Since 1998, ENEOS Xplora has implemented a forest stewardship project called ENEOS Xplora Nakajo Forest on and around the site of its Nakajo Field Office in Niigata Prefecture.



ENEOS-no-Mori activity

ENEOS Xplora Nakajo Forest
afforestation activity

Providing Sustainable Seafood Menu Options at the Employee Cafeteria

Since 2019, the Company has been offering sustainable seafood* menu options once a month at the ENEOS Building employee cafeteria, used by the Company and its Group companies. Through this initiative, we are working to raise awareness about biodiversity conservation and environmental conservation among Group employees through food, a part of everyday life.

* The seafood has met the MSC's global standard for sustainability or ASC's global standard for responsibly farmed seafood.



Ordering a menu item at the employee cafeteria

Major Initiatives Overseas

Measures for Ballast Water (Seawater)

Oil tankers from Japan bound for oil-producing countries carry ballast water (seawater) as weight to maintain stability for unloaded voyages. However, this ballast water contains microorganisms and plankton from Japanese waters that are carried to the waters of oil-producing countries, where, if released, they can disturb the balance of local ecosystems.

Since 2004, the Group has replaced this ballast water while still at sea, and installed water treatment systems* for ballast water on its new vessels in an effort to avoid disturbing the ecosystems of the coastal waters of oil-producing countries. In fiscal 2022, we completed installation of ballast water treatment systems on all of the Group's 15 tankers.

Furthermore, we release ballast water from ships using methods compliant with international treaties.

* Systems that keep the level of aquatic organisms in ballast water within certain standards prior to release.

Consideration of Biodiversity Conservation in Achieving a Carbon-Neutral Society

The Group has indicated its consideration for biodiversity conservation in its Carbon Neutrality Plan 2025 edition. When promoting energy and materials transition initiatives through its business activities, the Group will identify the impact on natural capital and promote initiatives that take into account harmony with ecosystems and coexistence with local communities.

Initiatives on Land

In expanding solar and onshore wind power generation, the Group considers the impact on forest ecosystems. Additionally, in utilizing biomass resources, we undertake initiatives such as obtaining certifications that consider forest conservation and the impact on land use.

In initiatives related to generating credits through CO₂ removal by forests, we implement forest management that considers biodiversity in collaboration with local communities and municipalities.

Initiatives for Oceans

In advancing the introduction of offshore wind power generation, the Group conducts preliminary environmental assessments that consider the impact on marine ecosystems.

In generating blue carbon credits through CO₂ removal by seaweed, we are contributing to ecosystem conservation through the creation and restoration of seaweed beds.

Our Response to Climate Change Risks and Opportunities (TCFD)

Basic Approach

As an energy and materials company group, the ENEOS Group recognizes that its response to climate change involves both material management risks and opportunities. We believe that developing practical solutions to climate change will enable us to continuously generate profits into the future. As a clear expression of this intent, in our Long-Term Vision we state that we will take on the challenge of achieving both a stable supply of energy and materials and the realization of a carbon-neutral society.

The international situation surrounding energy and materials is becoming increasingly uncertain. In order to respond more flexibly to this uncertainty, we have formulated our Carbon Neutrality Plan 2025 edition in conjunction with the fourth Medium-Term Management Plan, which was announced in May 2025. In our Carbon Neutrality Plan, we have presumed three societal scenarios, and we believe that we can increase our resilience by formulating strategies based on these scenarios.

We have set targets for reducing operational greenhouse gas emissions (Scope 1 and 2) in line with government policy. Compared to fiscal 2013, the base year, we aim to reduce emissions by 60% by fiscal 2035, by 73% by fiscal 2040, and to achieve carbon neutrality by fiscal 2050. Regarding our contribution to reducing downstream greenhouse gas emissions from sold products (Scope 3, avoided emissions), we will lead the supply of energies and materials necessary for the transition to meet societal demand for the reduction of greenhouse gas emissions, with the aim of achieving carbon neutrality, including Scope 3, by fiscal 2050.

To enhance and broaden its disclosures, the Company signed a statement of support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in May 2019. The Company also endorsed the Challenge Zero initiative of the Japan Business Federation (Keidanren) in June 2020, and is working on the development of technologies to mitigate the impacts of climate change. Additionally, with an eye on the realization of carbon neutrality by 2050 and social transformation, the Company participates in the Green Transformation (GX) League and actively makes recommendations for the design of the emissions trading scheme (GX-ETS), which is set to begin in 2026. The GX League, a framework based on the basic concept of the Ministry of Economy, Trade and Industry (METI), was established as a forum for companies aiming to achieve sustainable growth in the present and future to collaborate with government and academia.

We will respond to the changing demands of our customers and society as the times change, and promote initiatives to prepare for multiple societal scenarios in a rational manner so as to reliably deliver the energy and materials needed.



Overview of TCFD Disclosure Recommendations

Governance	Disclose the organization's governance around climate-related risks and opportunities.	Supplemental information	References
	<p>a Describe the board's oversight of climate-related risks and opportunities.</p>	Incorporating climate change risks and opportunities into management strategies	Governance System for Climate Change Message from the CEO – Integrated Report 2025 (PDF : 312KB)
	<p>b Describe management's role in assessing and managing climate change-related risks and opportunities.</p>	Senior management manages the progress of management strategies	

Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	Supplemental information	References
	<p>a Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	Identification of transition risks, opportunities, and physical risks, clarification of the time horizon, disclosure of quantitative impacts, and reflection of them in management strategies	> Financial Impacts of Climate Change-Related Risks and Opportunities
	<p>b Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</p>		
	<p>c Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</p>	Consideration of multiple scenarios, including 2°C or lower, when formulating strategies	> Carbon Neutrality Plan 2025 edition—Integrated Report 2025 (PDF : 202KB)
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	Supplemental information	References
	<p>a Describe the organization's processes for identifying and assessing climate-related risks.</p>	Use of enterprise risk management (ERM) to identify and evaluate risks and opportunities, incorporate them into management strategies, and manage progress	> ESG Management Structure > Risk Management
	<p>b Describe the organization's processes for managing climate-related risks.</p>		
	<p>c Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</p>		
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Supplemental information	References
	<p>a Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p>	Evaluation using the degree of impact and probability of occurrence as indicators	> ESG Management Structure > Risk Management
	<p>b Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.</p>	Disclosure of Scope 1, 2 and 3 GHG emissions	> Environmental Management
	<p>c Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	Disclosure of basic plan	> Carbon Neutrality Plan 2025 edition—Integrated Report 2025 (PDF : 202KB) > Indicators and Targets

Governance System for Climate Change

In 2024, the Group established the Carbon Neutrality Promotion Committee, led by the CTO, to update basic strategies in response to changes in the business environment. The basic strategies discussed by the Carbon Neutrality Promotion Committee will be reflected in future medium-term management plans and other management strategies. The medium-term management plan and other management strategies are discussed by the ENEOS Holdings Executive Council, chaired by the ENEOS Holdings CEO, which deliberates on the Group's response to climate change, including in future business plans, and manages and evaluates the status of climate initiatives from a cross-functional perspective. The council reports the results of its deliberations, management, and evaluation to the ENEOS Holdings Board of Directors, which also monitors and supervises the council.

Deliberations in Fiscal 2024

Board of Directors and Executive Council

- Results of ESG activities in fiscal 2023 and KPIs for material ESG issues in fiscal 2024
- Update of the Carbon Neutrality Plan
- Status report on the Carbon Neutrality Promotion Committee

Response to Climate Change and Link to Executive Remuneration

Remuneration for the Company's directors consists of a monthly remuneration in accordance with role, performance-linked bonuses, and share-based remuneration. The performance indicators on which share-based remuneration was based include greenhouse gas emissions reduction, along with operating profit excluding inventory valuation, ROE, and other financial indicators. In line with the formulation of the fourth Medium-Term Management Plan, starting from fiscal 2025, we adopted ROIC, in addition to relative TSR, as an indicator for share-based remuneration. By referencing our stock price, we will incorporate part of the market's evaluation of our environmental efforts and provide an incentive to support the improvement of corporate value over the medium to long term.

Scenario Analysis

The Group conducts scenario analysis in response to changes in the external environment¹. We referenced the IEA² World Energy Outlook (WEO) 2024 and IPCC AR6³ for scenario analysis, and the IPCC RCP⁴ for the assessment of physical risks (responses to climate and sea level change, etc.). For its Carbon Neutrality Plan 2025 edition, the Group made future projections based on the IEA WEO STEPS⁵, APS⁶, NZE⁷ and IPCC AR6 to presume the following three societal scenarios.

Beyond Scenario (+1.5 to 2.0°C)⁸

Demand for fossil fuels declines, the introduction of renewable energy progresses significantly, economic efficiency improves markedly with the introduction of innovative technologies such as hydrogen and CCS, and there is progress in decarbonization worldwide.

Current Scenario (+2.0 to 2.5°C)⁸

Low-carbon measures such as LNG and biomass and the introduction of economically viable renewable energy progress, decarbonization technologies, such as CCS, are also partially implemented, and environmental initiatives and policies progress, mainly in developed countries.

Drift Scenario (+3.0 to 4.0°C)⁸

Continued dependence on low-cost fossil fuels limits the introduction of renewable energy and innovative decarbonization technologies, and there is limited global progress in decarbonization.

As we transition away from a fossil fuel-centered portfolio to low-carbon and decarbonized sectors, we will work to achieve both a stable supply of energy and materials and the realization of a carbon-neutral society, while closely monitoring fuel oil demand trends and other factors. The Group's Carbon Neutrality Plan 2025 edition has a high level of resilience to various scenarios, including a 1.5°C rise in temperature worldwide. If society as a whole makes further progress toward achieving carbon neutrality and Japan moves closer to the 1.5°C scenario, we will also further accelerate our efforts, leading the supply of energies and materials that contribute to Japan's transition and a circular economy, which will result in a significant contribution to the development of a decarbonized society.

1 Implemented by the Carbon Neutrality Promotion Committee

2 International Energy Agency: The World Energy Outlook published by the agency contains several decarbonization scenarios

3 The Sixth Assessment Report published by the Intergovernmental Panel on Climate Change

4 Representative Concentration Pathways: Scenarios regarding temperature rises, etc. that assume future greenhouse gas concentrations

5 Stated Policies Scenario: A scenario that reflects government policies already announced

6 Announced Pledges Scenario: A scenario that assumes that countries will achieve their ambitious targets

7 Net Zero Emissions by 2050 Scenario: A scenario in which the world will achieve net zero in 2050

8 Global average temperature in 2040 (based on the average temperature from 1850 to 1900)

Changes in the Business Environment

Since the announcement of our third Medium-Term Management Plan and Carbon Neutrality Plan in May 2023, the business environment has undergone many changes. In addition to advances in AI technology, various countries are establishing frameworks to address climate change. At the same time, however, the situation surrounding energy and materials is becoming increasingly uncertain due to factors such as the invasion of Ukraine and rising geopolitical tensions in the Middle East. Furthermore, according to the World Meteorological Organization, the global average temperature in 2024 reached its highest level on record, and global warming continues to advance. The Government of Japan approved its 7th Strategic Energy Plan and the GX2040 Vision, setting new reduction targets of 60% by fiscal 2035 and 73% by fiscal 2040 (both compared to fiscal 2013), further advancing the GX policy.

While the overall direction toward carbon neutrality remains unchanged, we believe that the speed at which carbon neutrality will be achieved may change in the current environment, where there is a growing emphasis on a stable and economical energy supply. To respond more flexibly to uncertainty, we have formulated a highly resilient carbon neutrality strategy based on three presumed societal scenarios.

Financial Impacts of Climate Change-Related Risks and Opportunities

We have developed and operate an [enterprise risk management \(ERM\)](#) system to identify and analyze Group management risks and ensure appropriate responses. Based on this process, we recognize that our response to climate change involves both material management risks and opportunities, which we have identified as shown in the table below.

Regarding financial impacts, among transition risks, higher costs for achieving carbon neutrality are estimated within the scope of our CO₂ emissions reduction targets, and decline in petroleum demand is estimated within the scope of our presumed societal scenarios. Physical risks are estimated based on the IPCC RCP8.5 scenario* as the stress case. These estimates include many potential risks, uncertainties, and assumptions, and changes in material factors may lead to significantly different outcomes.

* Intergovernmental Panel on Climate Change (IPCC) assessment scenario, in which the global average temperature rises by about 4°C by 2100 compared to the period from 1986 to 2005

Financial Impacts of Climate Change-Related Risks and Opportunities

	Category	Financial impact			
		Short term (2027)	Medium term (2030)	Long term (2040)	Assessment method
Transition risks	• Higher costs for achieving carbon neutrality [†]	None	Approx. ¥27 billion/year	Approx. ¥260 billion/year	Amount of decline in operating profit when the 2030 target reduction of 6 million tonnes and the 2040 target reduction of 15 million tonnes are multiplied by the internal carbon price according to time period
	• Decline in petroleum demand due to the progress of energy transition • Declining demand for petroleum due to growing environmental awareness	Limited impacts	Approx. ¥20 billion/year decline	Approx. ¥80 billion/year decline	Amount of decline in operating profit if domestic petroleum demand is expected to decrease by approximately 10% in 2030 and by 40% in 2040 compared to 2023 (calculated based on fiscal 2023 operating profit)
	• Stranding of upstream oil assets	Limited risk			Estimation of oil upstream asset reserves based on the number of extractable years discounted by current production

	Category	Financial impact			Assessment method
		Short term (2027)	Medium term (2030)	Long term (2040)	
Physical risks	● Increasing frequency and severity of wind and flood damage due to extreme weather events (major typhoons) and rising sea levels	¥100 to ¥200 million/year			Referenced the IPCC RCP8.5 scenario for estimation of the total amount of damage (decrease in operating profit) using WRI Aqueduct*, etc. for 31 of our facilities and assets in Japan, such as refineries * A water risk assessment tool developed by the World Resources Institute
	● Rising sea levels caused by global warming	Limited risk			Estimated from amount of increase (approx. 0.2 meters) in sea level around Japan as of 2040 as projected by Aqueduct
Opportunities	● Increasing demand for decarbonization (renewable energy, hydrogen, carbon-neutral fuels, etc.)	Up to ¥10 billion/year	Up to ¥30 billion/year	Up to ¥180 billion/year	Operating profit estimated based on certain assumptions about the estimated market size, the Company's market share, and operating profit margin due to an expected increase in demand for renewable energy, hydrogen, and carbon-neutral fuels associated with advancements toward a decarbonized, circulating society
	● Increasing demand for low-carbon solutions (LNG, biofuels, green materials, etc.)	Up to ¥50 billion/year	Up to ¥120 billion/year	Up to ¥220 billion/year	Demand for LNG, biofuels, etc. is expected to increase as energy sources during the transition period toward carbon neutrality. Operating profit is estimated based on certain assumptions regarding the estimated market size, the Company's market share, and operating profit margin.

Notes:

The above was developed in May 2025. It will be reviewed as appropriate in accordance with changes in various conditions surrounding the economy and the formulation of our medium- to long-term business strategies.

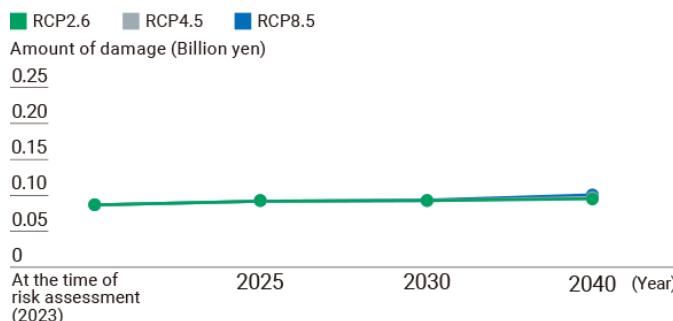
[†] Transition risks: The financial impact of higher costs for achieving carbon neutrality was reviewed in October 2025.

Assessment of Physical Risks

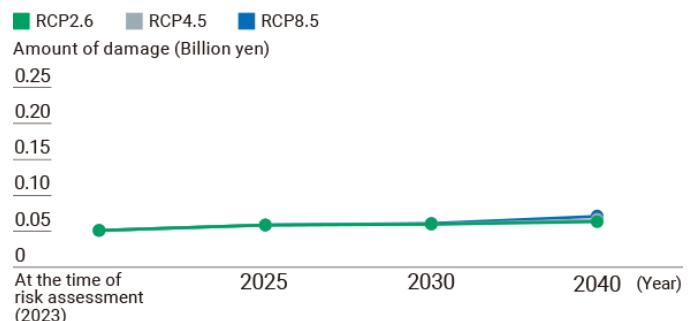
In assessing physical risks, in fiscal 2023 we examined the risks from the objective perspective of Sompo Risk Management Inc., an external expert, referring to the IPCC RCP scenario. For the scenarios, we have adopted RCP8.5 (equivalent to a 4°C increase) as a stress case, and RCP4.5 (equivalent to STEPS in IEA WEO) and RCP2.6 (equivalent to APS) as cases that are close to our base-case scenario. As a result of simulating the amount of damage caused by flooding using WRI Aqueduct and other means for 31 of our facilities and assets in Japan, such as refineries, our current estimate of the average annual amount of damage in the stress case is over 100 million yen, and we expect the average annual amount of damage to be about 100 million to 200 million yen in 2040.

There is a tendency for damage to be greater in locations where storm surges are a concern due to large rivers in the vicinity or strong winds during the passage of typhoons. We are implementing measures to mitigate these risks to ensure that the overall impact is minimal.

Expected Annual Amount of Damage Due to Inland Flooding



Expected Annual Amount of Damage Due to Coastal Flooding

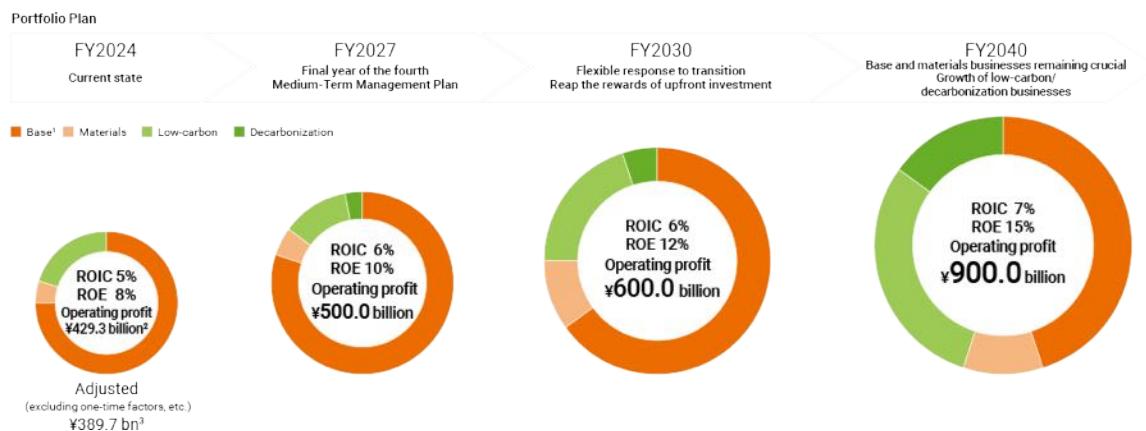


Building a Business Portfolio That Addresses Risks and Opportunities

In response to growing uncertainty, including heightened energy security awareness, US policy risk, increased cost toward decarbonization, and difficulties in predicting projects' profitability due to inflation and other factors, the Group revised its Medium-Term Management Plan in May 2025. Although our long-term goal of decarbonization remains unchanged, in the current environment there is a growing emphasis on a stable and economical energy supply while moving toward decarbonization, and we believe that the technological turning point is likely to occur later than we had previously anticipated. In reviewing our Medium-Term Management Plan, we will conduct scenario analysis based on multiple societal scenarios, including a scenario of a temperature rise of 2°C or less, and strive to improve our resilience. At the same time, we will continue our efforts to establish technological and strategic advantages in preparation for the arrival of the turning point, whenever it may occur.

Under the fourth Medium-Term Management Plan, we will streamline and increase the efficiency of existing businesses and transition to a robust management structure. Furthermore, to enable portfolio restructuring, we will enhance our process for strategically selecting, developing, and appointing strong leaders at an early stage who can overcome uncertain times. At the same time, we will establish a future personnel portfolio and thoroughly implement talent management centered on the assignment of the right person to the right job. We will also steadily invest capital in promising fields while monitoring trends in the low-carbon market, which has strong possibilities.

ROIC / Scale of Earnings by Business Area



1 Including JX Advanced Metals (JXAM), NIPPO, etc.

2 Operating profit incl. discontinued operations / excl. inventory valuation

3 Consolidated financial statements of the ENEOS Group excluding one-time factors (gain on the sale of JXAM shares, impairment of goodwill in the Petroleum Products business) and the impact of time-lag, and including JXAM operating profit as share of profit of entities accounted for using equity method.

Internal Carbon Pricing System

The Group has introduced an internal carbon price to quantitatively evaluate the economic impact of CO₂ emissions and promote the creation of an appropriate business portfolio. Previously, we used an internal carbon price of \$50/tonne as a reference, but to respond to uncertainties in the business environment, in July 2025 we set a price* according to the time period, such as \$115/tonne for fiscal 2040. We also use the internal carbon price in investment decisions, and incorporate the risks, opportunities and impacts associated with increases or decreases in CO₂ emissions into our management decisions.

The internal carbon price is updated as the business environment evolves.

* The internal carbon price is set the same for all principal operating companies.

Realizing a Just Transition

In building our business portfolio over the long term for a decarbonized society, we believe that reducing social and economic burdens is essential to the continuity of social and economic activity during the transition period. The most effective way we can contribute to a just transition is by fully leveraging our strengths, including our refineries, supply chain and other existing assets, our highly professional and motivated human capital, and our close relationships with local communities, including local economies.

For example, in building an SAF supply chain, which is currently in progress, we can use our refineries, logistics, and service station network to establish a competitive advantage, which will enable us to minimize any adverse impacts on our employees or related companies as well as on the employment and labor conditions and people's livelihoods in local communities.

Our approach is aligned with the International Labour Organization's "Guidelines for a just transition towards environmentally sustainable economies and societies for all."

We also conduct human rights due diligence based on the United Nations Guiding Principles on Business and Human Rights every three years, and we will carry out regular reviews and implement appropriate measures as we pursue our initiatives during the transition.

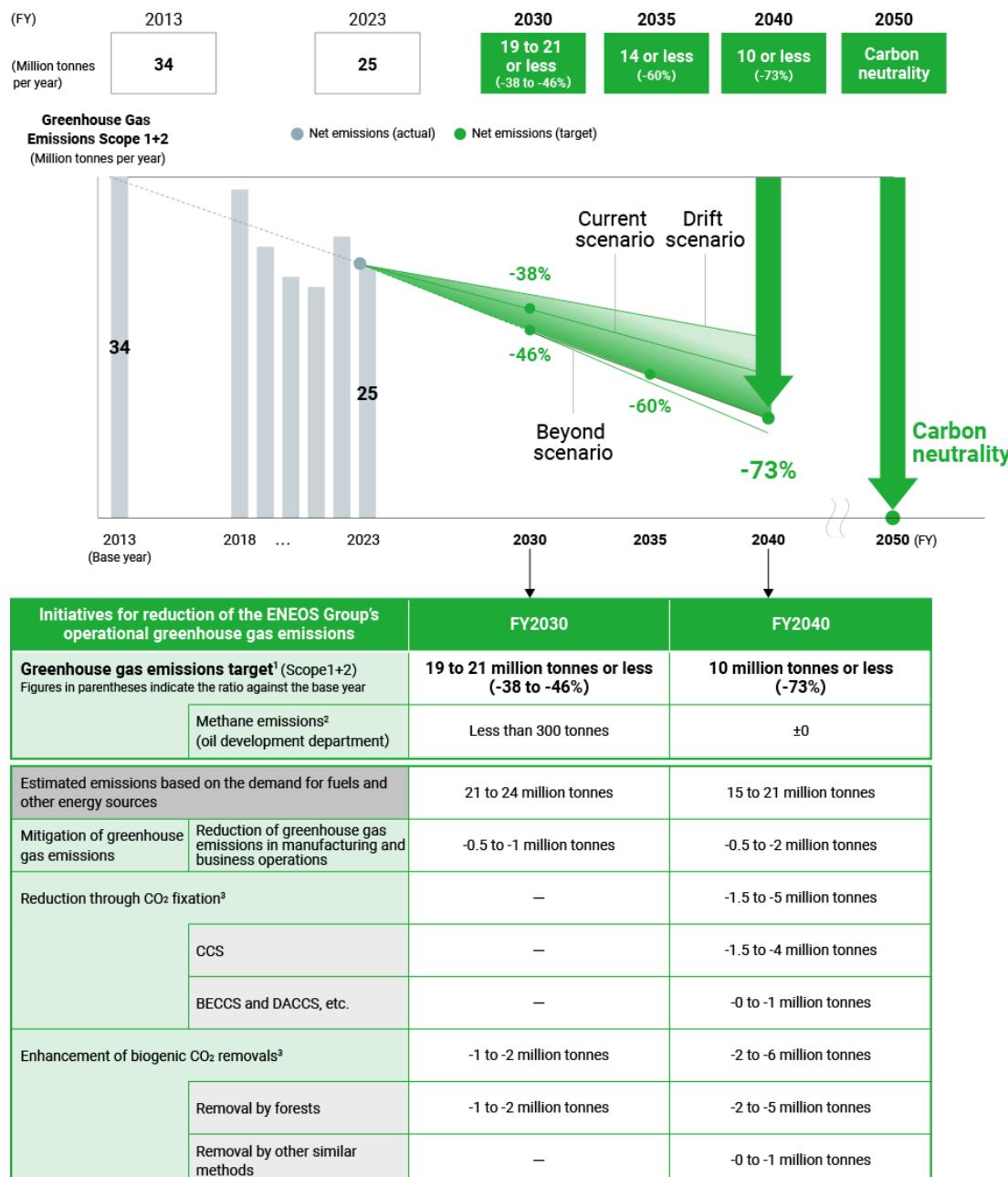
Indicators and Targets

In the Group's Carbon Neutrality Plan 2025 edition, we aim to achieve net-zero operational greenhouse gas emissions (Scope 1+2) by fiscal 2050. To achieve this target, we will promote energy saving, fuel conversion, and utilization of renewable energies at refineries and plants, as well as CO₂ fixation through CCS and the enhancement of biogenic CO₂ removals, including removal by forests. Regarding our contribution to reducing downstream greenhouse gas emissions from sold products (Scope 3, avoided emissions), we aim to contribute to the realization of a carbon-neutral society by 2050, working in step with the government and other companies. To achieve this, we will lead the supply of energies and materials necessary for the transition. In the energy and materials transition, we will promote measures such as low-carbon fossil fuels and products, expansion of renewable energies, utilization of resources such as biomass, decarbonization of fossil fuels, and utilization of hydrogen. For a circular economy, we will promote resource recycling and resource conservation.

Furthermore, we have set interim targets for fiscal 2030, fiscal 2035, and fiscal 2040 for both operational emissions and those including Scope 3. In setting these targets, we considered multiple scenarios, including those that align with the 1.5°C target in the Paris Agreement.

For information on our results for reduction in greenhouse gas emissions, see [Prevention of Global Warming](#).

Greenhouse Gas Emissions Target (Scope 1+2)



1 Base year greenhouse gas emissions (fiscal 2013): 34 million tonnes

2 Methane emissions (fiscal 2021): 1,600 tonnes

3 Fiscal 2040 targets are based on the assumption that the external environment, including policies, laws, and technological progress, is sufficiently developed to enable large-scale commercialization.

Roadmap for the Reduction of Downstream Greenhouse Gas Emissions from Sold Products

Energy and materials transition		Energy		
<ul style="list-style-type: none"> Promotion of low-carbon fossil fuels and products (LNG and avoided emissions products) Expansion of renewable energies (solar and wind power) Utilization of resources such as biomass (biofuels and bio-based materials) Decarbonization of fossil fuels (CCS for other companies and CDR) Utilization of hydrogen (hydrogen and synthetic fuels) 		CI of supplied energy ^{1,2} (Scope 1+2+3, FY2020 baseline)	-5 to -8%	-10 to -15%
		Avoided emissions ³ (Energy)	4 to 7 million t-CO ₂ e	7 to 10 million t-CO ₂ e
				15 million t-CO ₂ e or more
Materials			FY2040	
<ul style="list-style-type: none"> Avoided emissions³ (Materials) 			2.5 million t-CO ₂ e	3 million t-CO ₂ e
				3.5 million t-CO ₂ e
Promotion of a circular economy			FY2040	
<ul style="list-style-type: none"> Promotion of resource recycling Resource conservation, promoting environmental contributions' value, etc. 			Up to 20%	Up to 35%
<ul style="list-style-type: none"> Percentage of green chemicals⁴ 			Up to 100 thousand kL	Up to 200 thousand kL

- 1 The CI of supplied energy (an indicator of CO₂ emissions [g] per unit of energy supply [MJ]) may be adjusted as necessary, taking into account the future application of climate change-related standards of the Sustainability Standards Board of Japan (SSBJ).
- 2 The items included in CI are fuel oil, carbon-neutral fuels (biofuels and synthetic fuels), hydrogen, electricity (LNG-powered and renewable energies), CCS (implement into in-house manufacturing processes and sites to which energies are supplied), carbon offsets, and so on.
- 3 Avoided emissions are estimated based on the GX League's guidelines for emission reduction measures consistent with the Ministry of Economy, Trade and Industry's technology roadmaps for each sector. Energy is based on stock; materials are based on flow.
- 4 Ratio of products made from green chemicals to ones made from crude oil processed by a naphtha cracker

Social

The ENEOS Group's mission is to harness the Earth's power for the common good and for the day-to-day life of each individual. To fulfill this mission, we contribute to resolving the challenges faced by internal and external stakeholders.

For social data, please refer to the [Data](#) page.

Safety

Basic approach, structure and initiatives



Human Rights

Basic approach, structure and initiatives



Human Resource Development

Basic approach, structure and initiatives



Health

Basic approach, structure and initiatives



Healthy Work Environment

Basic approach, structure and initiatives



Quality

Basic approach, structure and initiatives



Supply Chain Management

Basic approach, structure and initiatives



Social Contribution

Basic approach, structure and initiatives



Safety

Basic Approach

As a corporate group responsible for the stable supply of energy and materials, the ENEOS Group believes that ensuring safe operations is the basis of our business survival and social credibility, as well as the source of our competitive edge.

Based on this understanding, safety has been prioritized in the Group Philosophy, and our basic policy on safety and security has been stipulated in the Group Code of Conduct.

Based on the above, each Group company has established its own safety policy in accordance with its business characteristics and assesses risks pertaining to occupational safety, thereby ensuring multiple layers of effective safety activities. Specifically, we aim to enhance our safety activities and safety training programs, in which the employees of our contractor companies also participate, and we have established preventive and emergency measures to cope with all manner of accidents, problems and natural disasters.

We check with our labor unions to make sure efforts are being made to maintain the facilities needed to ensure the health and safety of labor union members (Article 90 of the Ancillary Agreement to the Labor Agreement).

ENEOs Group Code of Conduct (excerpt)

2. Safety and security

- (1) We regard safety and security as the foundation of our business activities, set high safety and security standards, always ensure safety and security, and take appropriate measures to prevent any incidents and injuries.
- (2) We have established preventive and emergency measures to minimize damage to our business sites caused by natural disasters, including earthquakes. We also make every effort to protect the lives and safety of our directors, officers and employees, communities, and others concerned.
- (3) We shall not work under the influence of alcohol or drugs, when ill, or under other conditions where safety cannot be ensured.

ENEOs Group Safety Policies

Each ENEOS Group company has established a policy on occupational health and safety which states its commitment to prioritizing and fully ensuring the safety of its workers.

- ENEOS, ENEOS Materials, ENEOS Power
We aim to ensure that nobody gets hurt and to eliminate accidents.
- ENEOS Xplora
Ensuring that Health, Safety and Environment (HSE) considerations are given prevailing status over our other business considerations.
- ENEOS Renewable Energy
We prioritize the safety of our officers and employees, contractors and their staff, and local residents.

See the following for further details on the safety policies of the Group's principal operating companies.

- > [ENEOs Group Safety Philosophy and Policies](#)
- > [ENEOs Xplora Health, Safety, and Environmental Policy](#)
- > [ENEOs Materials Safety Philosophy / Safety Policy](#)
- > [ENEOs Renewable Energy HSE Policy](#)

Structure

For information about our structure, see [ESG Management Structure](#).

We have established the ENEOS Group Safety, Health & Environment Council, chaired by the officer responsible for the Safety, Health & Environment Department at ENEOS Holdings. The council meets, in principle, twice annually, to share information on the status of occupational injuries and the implementation of safety activities at the Company and its principal operating companies, as well as to discuss and develop measures to prevent occupational injuries.

Operation of Safety Management Systems and Status of Certification

Each Group company has built safety management systems tailored to its respective business characteristics. Our companies are continuously making efforts to raise safety awareness and prevent occupational injuries through means such as implementing regular safety education and training, conducting investigations into the causes of incidents and formulating and implementing measures to prevent recurrence.

ENeos has established and implemented its own safe operations management system (SOMS), which conforms to ISO standards, at all of its refineries and plants.

ENeos Renewable Energy has newly introduced and is operating an SOMS at onshore wind power plants and biomass power plants.

ENeos Xplora has established and is operating a health, safety and environment (HSE) management system, which conforms to ISO and other standards.

ENeos Materials has built a risk-based safety management system and is operating a flexible and effective safety management structure tailored to the risk characteristics of each site.

JX Advanced Metals is moving ahead with the acquisition of ISO 45001¹ and JIS Q 45100² certification, and by March 2025, 13 domestic business sites had obtained certification. The remaining business sites, including those that have newly joined the JX Advanced Metals Group, plan to acquire certification in fiscal 2025 and beyond.

1 An international standard for occupational health and safety management systems

2 JIS standard based on the international standard ISO 45001, with additional requirements particular to Japan

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Ensuring safety / Health enhancement	Reduction in occupational injuries	Serious occupational injuries*: zero * Occupational fatalities		1
		TRIR*: 1.0 or less * Number of occupational injuries per one million work hours (non-lost-time occupational injuries + lost-time occupational injuries and fatalities)		2.24 (Total of employees and employees of contractor companies)
		LTIR*: 0.0 for employees, 0.3 or less for employees of contractor companies * Number of lost-time occupational injuries and fatalities per one million work hours		0.67 for employees, 0.90 for employees of contractor companies

Results of Major Initiatives for Ensuring Safety

The Group prioritizes and is fully committed to ensuring the safety of its workers at all times. We have set material targets for zero serious occupational injuries (occupational fatalities), TRIR¹ of 1.0 or less and LTIR² of 0.3 or less for fiscal 2030, and we implement comprehensive safety activities and safety training for all employees, including those of contractor companies.

However, the TRIR for fiscal 2024 was 2.24³, and the LTIR was 0.76³, both falling short of the targets. There was also one major accident in fiscal 2024 and one in fiscal 2025, both at ENEOS refineries. The company takes the occurrence of serious occupational injuries in two consecutive years very seriously and the president has issued messages on safety to all employees. We will conduct a thorough examination of the causes of these accidents, put measures in place to prevent recurrence, and roll out these measures at other refineries to prevent similar accidents from occurring.

- 1 Total recordable incident rate (TRIR): Number of occupational injuries per one million work hours (non-lost-time occupational injuries + lost-time occupational injuries and fatalities)
- 2 Lost time incident rate (LTIR): Number of lost-time occupational injuries and fatalities per one million work hours
- 3 Total of employees and employees of contractor companies

Accident Report

Occupational Injury at Negishi Refinery (Fatal Accident)

In August 2024, there was a fatal workplace accident in which an employee of a contractor company was caught between construction materials and a materials storage rack while transporting construction materials in preparation for scheduled maintenance.

Measures to Prevent Recurrence

- We will establish appropriate maintenance and management procedures for construction material storage areas, and make any necessary improvements to construction material storage facilities.
- Our employees and employees of contractor companies will work together to improve awareness of safety throughout our worksites and will engage in activities to ensure that this awareness is maintained.

Gas Leak at the Sakai Refinery (Fatal Accident)

In May 2025, a leak of gas containing hydrogen sulfide occurred during preparations for scheduled maintenance. Three workers involved in this task were taken to hospital by ambulance. One of the workers, an ENEOS employee, died, and the two other workers, employees of contractor companies, were hospitalized.

Measures to Prevent Recurrence

We have established an accident investigation committee that includes outside experts. When an accident report reflecting the findings of the committee regarding the cause of the accident and recommendations for measures to prevent recurrence is released, it will be distributed internally and actions will be taken to prevent recurrence.

For information about , see the [Editorial Policy](#).

Occupational Injuries

					(Persons)
		FY2022	FY2023	FY2024	
Number of occupational injuries	Directly hired employees	Fatalities	0	0	0
		Lost work time	12	19	45
		Subtotal	12	19	45
	Contractors (contractor companies, etc.)	Fatalities	0	0	1
		Lost work time	17	21	41
		Subtotal	17	21	42
Total		29	40	87	

Notes:

Scope of occupational injury statistics: Changed in fiscal 2024. ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, and their group companies.

Fiscal 2023 and before: ENEOS Holdings, ENEOS, ENEOS Xplora, JX Advanced Metals, and their group companies (excluding ENEOS sales and distribution group companies).

Occupational Injury Frequency Rate*



Notes:

Scope of data: Changed in fiscal 2024. Refineries, plants, and business sites of ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, and JX Advanced Metals.

Fiscal 2023 and before: Refineries, plants, and business sites of ENEOS, ENEOS Xplora, and JX Advanced Metals.

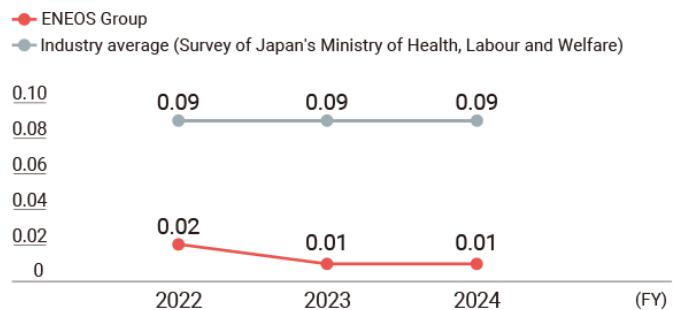
(For details, see [Data](#).)

* Frequency rate: The number of injuries and fatalities per million cumulative hours worked; indicates the frequency of occurrence of occupational injuries.

[Definition of terms by the Ministry of Health, Labour and Welfare](#) 

(Available in Japanese only)

Occupational Injury Severity Rate*



Notes:

Scope of data: Changed in fiscal 2024. Refineries, plants, and business sites of ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, and JX Advanced Metals.

Fiscal 2023 and before: Refineries, plants, and business sites of ENEOS, ENEOS Xplora, and JX Advanced Metals.

(For details, see [Data](#).)

* Severity rate: The aggregated number of work days lost per thousand cumulative hours worked; indicates the severity of occupational injuries.

[Definition of terms by the Ministry of Health, Labour and Welfare](#) 

(Available in Japanese only)

TRIR and LTIR

(Persons)

Item		FY2022	FY2023	FY2024
Total recordable incident rate (TRIR)	Directly hired employees	1.00	0.94	1.92
	Contractors (contractor companies, etc.)	2.59	2.45	2.71
	Total	1.87	1.77	2.24
Lost time injury rate (LTIR)	Directly hired employees	0.19	0.15	0.67
	Contractors (contractor companies, etc.)	0.51	0.45	0.90
	Total	0.37	0.31	0.76

Notes:

Scope of data: Expanded in fiscal 2024. Employees and employees of contractor companies of ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, and their Group companies.

Fiscal 2023 and before: Employees of ENEOS Holdings, ENEOS head office and 11 refineries and plants, ENEOS Xplora head office and four business sites, and JX Advanced Metals head office and five business sites.

(For details, see [Data](#).)

TRIR: Number of occupational injuries per one million work hours (non-lost-time occupational injuries + lost-time occupational injuries and fatalities), excluding heat stroke (first aid)

LTIR: Number of lost-time occupational injuries and fatalities per one million work hours

Major Initiatives

Increased Scope of Data for TRIR and LTIR

As part of the management of safety-related targets, the principal operating companies use TRIR and LTIR as indicators. In fiscal 2022, we decided to expand the scope of data for TRIR and LTIR.

Up to fiscal 2023, the scope of data covered employees and employees of contractor companies at business sites under the direct control of the principal operating companies. From fiscal 2024, the expanded scope of data also covers the group companies of each of the principal operating companies.

Safety Activities

Group companies are working to raise safety awareness and enhance safety management.

Every year in July, ENEOS and ENEOS Power release video messages on safety by their presidents to all employees, demonstrating the companies' commitment to safety. At its refineries and plants, ENEOS has implemented a behavior-based safety (BBS) system that is used to facilitate safe operations by focusing on individual behavior.

As part of its safety activities, ENEOS Xplora encourages all employees to appropriately exercise their stop work authority (SWA) whenever there are unsafe conditions or actions at the worksite, allowing anyone to temporarily halt work as necessary.

At ENEOS Materials, we systematically provide classification-leveled and job-specific training tailored to employees, ranging from new hires to highly experienced workers. In particular, at our business sites, we offer opportunities to learn specifically about the risks of accidents such as falls, getting fingers caught, and being entangled in machinery, in an effort to enhance hazard awareness.

At ENEOS Power, we utilize work-related accident cases and safety education materials shared by the company to enhance safety awareness at power plants. We also implement various initiatives such as safety patrols involving our investee companies.

At ENEOS Renewable Energy, we plan and carry out training for all employees to experience hazards firsthand in order to raise safety awareness.

Employees working at power plants identify hazards through risk assessments and implement responses. Additionally, for contractor companies and their employees, we check the safety activities that should be performed before starting work and provide warnings, and we also regularly monitor the status of these safety activities thereafter.

At JX Advanced Metals, we analyze the factors behind occupational accidents and work to create an environment where unsafe behavior does not occur and is not allowed. Additionally, to enhance safety awareness and hazard sensitivity, we provide training to improve workplace patrol abilities, primarily for managers, and conduct training to improve foremen's skills at each business site. We continue to develop key frontline personnel, while also creating basic educational materials on hazard prediction and 5S, to improve the safety knowledge of each individual worker.

Group-wide Safety Action Items

In order to prevent serious occupational injuries, we designated preventing falls, separating people from heavy machinery, and preventing heatstroke as the three safety action items for the principal operating companies. We established these action items in the ENEOS Group guidelines in February 2020. Since fiscal 2021, we have reflected the three safety action items, positioned as common issues for the principal operating companies, into the safety activities of each company. The principal operating companies are also sharing safety initiatives with their own group companies as part of their efforts to eliminate occupational injuries.

Group-wide Safety Action Items

- Preventing falls
- Separating people from heavy machinery
- Preventing heatstroke

Hazard Simulation Training

The Group launched the ENEOS Group Safety Education Center in Hitachi City, Ibaraki Prefecture in 2013 to enable workers to learn about the hazards inherent in day-to-day operations through simulated experiences. Since fiscal 2017, the center has implemented a training program unique to the Group using virtual reality (VR) technology.

The program enables workers to feel what it is like to be involved in an accident and think about victims' psychological state, as well as accident causes and preventive measures.

VR makes it possible to simulate accidents that cannot be safely replicated in the real world, such as steam explosions, being struck by heavy machinery, getting caught in rotating equipment, and falling from heights.

In fiscal 2024, 1,162 persons participated in training at the facility, bringing the total number since the establishment of the center to 15,470.

In addition, ENEOS, ENEOS Materials, and JX Advanced Metals have also installed hazard simulation training equipment at their major production sites.

Workers at these sites, including those from contractor companies, are required to undergo training using this hazard simulation training equipment before engaging in onsite work. With these and other efforts, we are working to ensure safety across the entire Group.



Virtual-reality training equipment

Using AI to Ensure Safety While Walking

In fiscal 2022, ENEOS introduced an AI-driven system for analyzing walking motion as a way to improve movement safety. The system uses a special device to measure a person's walking speed, stride length, center of gravity, and other elements to determine the level of safety in the walking motion. The system then uses the results to provide suggestions for exercises or other ways to improve safety while walking.

In fiscal 2023, we added one of these systems to enable analysis of more people.

Improving Human Skills

As human factors are a major cause of occupational accidents and injuries, we have focused for many years on training to arm employees with the knowledge and technical skills needed to implement procedures and rules without fail. In recent years, however, there is growing awareness in the manufacturing industry, referencing leading initiatives in the healthcare and airline industries, about the importance of stepping up initiatives to improve non-technical skills, including status confirmation of work environments and communication among workers, in addition to compliance with procedures and rules. Accordingly, we are incorporating knowledge and activities for the improvement of these non-technical skills.

In the ENEOS manufacturing division, we refer to these non-technical skills as human skills, which we have stipulated in the activity guidelines for improving human skills in the manufacturing division. In accordance with these guidelines, at all of our plants and refineries, top management shares the importance of human skills, and systems have been put into place for the implementation of various forms of education and training and the integration of the resulting skills into existing daily safety activities in the workplace. In this manner, we are working to improve the human skills of all employees in the manufacturing division to prevent human-factor-related accidents and occupational injuries.

Foundation for Safe and Stable Operations



Initiatives with Contractor Companies

At ENEOS refineries and other facilities, we provide training for all contractor company employees that are new to our worksites on site safety rules and share information about onsite facilities. When selecting contractor companies, in addition to evaluating the safety management aspects of work execution, we conduct regular evaluations of the status of their safety management after the start of the business relationship, identify areas for improvement and follow up on the implementation status.

Moreover, in order to ensure proper safety management of contractor companies, we require the primary contractor to submit and execute a safety management plan, establish KPIs for the contractor company, conduct regular monitoring and evaluations, and report on improvements.

Main Initiatives at Refineries and Plants for Earthquakes

The Group implements various earthquake measures at its refineries and plants.

Measures to Protect Lives

As a precaution against earthquakes and tsunamis, we have voluntarily implemented seismic reinforcement of our onsite offices and production unit control rooms, with priority given to the protection of human life.

We have also designated locations and methods for evacuation in case of an earthquake or tsunami, and we carry out disaster preparedness drills every year.



Elevated warehouse (Sakai Refinery)

Measures for Seismic Reinforcement of Facilities

We are carrying out legally required seismic reinforcement work for tanks that store hazardous materials.

Upgrade work on floating-roof tanks subject to this requirement was completed before the statutory deadline. As for internal floating-roof tanks, which became subject to legislation in fiscal 2011, we completed seismic reinforcement work by the statutory deadline (end of fiscal 2023).

For high-pressure gas facilities, we have already completed seismic assessments following government instructions, as well as the retrofitting of spherical tanks with braces to increase earthquake resistance, taking into account the effects of the Great East Japan Earthquake. Seismic countermeasures for facilities of high importance were completed in fiscal 2021, marking the completion of our seismic reinforcement of high-pressure gas facilities.



Brace retrofitting on a spherical tank

Measures to Mitigate Damage from Disasters

We have installed seismographs at all of our refineries and plants as part of a system that automatically shuts down equipment in a prompt and safe manner in the event of an earthquake, depending on the intensity.

Countermeasures against Accidents and Malfunctions

Disaster Prevention Facilities

At our refineries, plants, and stockpiling terminals, we have established self-defensive organizations for disaster prevention and installed necessary disaster response equipment and facilities in preparation for potential accidents and disasters. We have also established a defensive organization for cooperative disaster prevention with nearby companies to improve the disaster preparedness of industrial complexes.



High-capacity foam water canon (Oita Refinery)

Oil Spill Countermeasures

We have multiple oil dikes surrounding our storage tanks and systems to prevent leakage from spreading offsite. In addition, to promptly respond to oil spills at sea, we have oil fences to prevent oil spills from spreading and oil recovery vessels in place.



Drill for oil spill at sea using oil fences and oil recovery vessels (ENEOS Kiire Terminal)

Fire Countermeasures

We have equipped our refineries and plants with fire extinguishing equipment, such as large chemical firefighting vehicles, high-altitude chemical water cannon vehicles, and high-capacity foam water cannon systems, for response in the event of a major fire.

Our facilities also have disaster response vessels with firefighting capabilities to respond to fires at sea.



High-altitude chemical water cannon vehicles
(Mizushima Refinery)

Disaster Drills

We regularly implement comprehensive disaster response drills for our self-defensive organizations for disaster prevention to ensure that we can respond in a quick and agile manner should an actual disaster occur. We also hold other drills, including joint disaster preparedness drills involving local fire departments as well as disaster response organizations from nearby companies and local communities.



Comprehensive disaster response drill with refinery self-defensive organization for disaster prevention and local government (Sendai Refinery)

Ensuring a Stable Supply

The Group has established a backup system for ensuring a stable supply in the event of a major disaster that impacts the functions of production and shipping sites through collaboration with other production and shipping sites. We also conduct drills and training regularly to ensure that our sites can continue to function in the event of a disaster.

Human Rights

Basic Approach

As a corporate group with global business operations, the ENEOS Group believes that an important element in striving for sustainable development is respect for the human rights of all stakeholders, including employees.

The Group supports international norms such as the United Nations Guiding Principles on Business and Human Rights and the fundamental labor rights of the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work (freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, the elimination of discrimination in respect of employment and occupation).

We conduct our business activities with respect for the human rights not only of our employees, but of all stakeholders, including our suppliers, customers, business partners and members of local communities.

ENEOS Group Code of Conduct (excerpt)

5. Respect for human rights

- (1) We shall not infringe on human rights through our business activities. We respect internationally accepted human rights standards and diversity, acknowledging differences pertaining to gender, age, nationality, race, ethnicity, skin color, culture, thought, religion, belief, political opinions, sexual orientation, and the presence or absence of disability.
- (2) We shall not engage in any type of discrimination or harassment.
- (3) We shall not engage in any forms of forced labor or child labor.
- (4) We shall not engage in business transactions which may lead to the prolongation of conflicts, human rights violations, or inhumane acts.

Human Rights Policy

We have stipulated respect for human rights as a basic principle in the Group Code of Conduct, and we have supplemented this principle with the Human Rights Policy. The Group asks all business partners involved in its business activities to understand and cooperate with this policy, and strives to ensure thorough awareness and compliance.

ENEOS Group Human Rights Policy

The ENEOS Group conducts its business activities under the ENEOS Group Philosophy, which states that we will contribute to the development of our communities and help ensure a vibrant future through creation and innovation in energy, resources, and materials.

This policy was formulated as a guideline for promoting respect for human rights across the entire Group and fulfilling related obligations pursuant to the United Nations Guiding Principles on Business and Human Rights.

1. Basic Approach

The ENEOS Group fully recognizes that human rights must be respected in all of the countries and regions where it conducts its business activities.

2. Compliance with Applicable Laws and Regulations

The ENEOS Group complies with the laws, ordinances and regulations applicable in the countries and regions where it conducts its business activities. In addition, the ENEOS Group will pursue a method for respecting international principles on human rights in case of a contradiction between internationally recognized human rights and the laws and regulations of each country and region.

3. Respect for International Norms on Human Rights

The ENEOS Group supports and respects the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights), which stipulates the fundamental human rights of all people, along with international norms on human rights such as the Fundamental Principles and Rights at Work of the International Labour Organization, which sets forth fundamental labor rights, and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, the Declaration on the Rights of Indigenous Peoples, and the Children's Rights and Business Principles. As a participant in the UN Global Compact, we support and respect the 10 principles of the UN Global Compact.

4. Fulfillment of Responsibility to Respect Human Rights

The ENEOS Group is committed to upholding human rights. If it is determined that our business activities cause or have caused adverse impacts on human rights, we will take appropriate action to remedy such impacts in accordance with our responsibility to respect human rights. As part of our efforts, the ENEOS Group will promote the following initiatives.

- Human Rights Due Diligence

The ENEOS Group will establish and continually implement a mechanism for human rights due diligence. Human rights due diligence refers to the continuous process of conducting preventive surveys and investigations, rectifying issues using appropriate means, and disclosing the progress and results of such externally, in order to prevent or mitigate possible adverse impacts on human rights caused by the company.

- Dialogue and Discussions

The ENEOS Group conducts in earnest dialogue and discussions with relevant stakeholders to ensure that it comprehends and addresses the impacts it has on human rights from the perspective of those affected.

5. Training

The ENEOS Group will provide appropriate training to its officers and employees to ensure that this policy is incorporated into the business activities of all companies belonging to the ENEOS Group.

6. Information Disclosure

The progress and results of initiatives for respect for human rights under this policy will be disclosed on our website and in reports, among other media.

7. Applicable Scope

This policy applies to all officers and employees of the ENEOS Group. All business partners involved in the ENEOS Group's business activities will be asked to cooperate with this policy.

8. Positioning

This policy supplements the provisions of the ENEOS Group Philosophy and the ENEOS Group Code of Conduct.

Structure

For information about our structure, see [ESG Management Structure](#).

Internal Structure for Business and Human Rights

Based on the third-party opinion received in human rights due diligence and the assessment results of the Corporate Human Rights Benchmark (CHRB), the Corporate Planning Department and the Human Resources Department of ENEOS Holdings are taking the lead in strengthening human rights initiatives across the Group.

An overview of these efforts is presented below.

Operations	Departments in charge (breakdown)
Human rights due diligence planning Operation of human rights consultation contact points for suppliers	Sustainability Promotion Office, Corporate Planning Department 1 general manager, 1 group manager, 8 in group responsible
Various consultation contact points (human rights, people with disabilities, sexual minorities), human rights awareness (in-house training)	Human Resources Department 1 general manager, 3 deputy general managers, 11 in group responsible

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Compliance with international principles on human rights	Human rights due diligence	Follow up human rights due diligence conducted in fiscal 2023	—	Response underway
	Human rights awareness	Implement human rights training		Implemented

Major Initiatives

Participation in the UN Global Compact

The Group supports the UN Global Compact and works to realize its 10 principles in four areas, including human rights.

We also support the Japanese government's National Action Plan on Business and Human Rights (2020–2025), established in 2020, and are working to promote responsible corporate actions involving respect for human rights through its implementation.

Corporate Human Rights Benchmark (CHRB)

The Group became subject to Corporate Human Rights Benchmark (CHRB) assessment* in 2019, and regularly engages in dialogue with CHRB to exchange opinions on business and human rights.

Since fiscal 2020, based on the assessment and dialogue with CHRB, we have been focusing our efforts on the consideration of human rights factors in supply chain management (see [Human Rights Due Diligence](#)).

Going forward, in order to sufficiently address the questions posed by CHRB, we will carry out initiatives on business and human rights and proactively disclose relevant information.



* See the CHRB website for assessment results.

Raising Awareness of Human Rights through Training and E-learning

At our Group companies, we continue to provide human rights awareness training and e-learning for officers and employees to raise awareness of human rights and prevent human rights violations in the workplace. The training promotes understanding of human rights violation risks specified in the National Action Plan on Business and Human Rights (2020-2025).

In fiscal 2024, ENEOS Holdings and ENEOS Corporation conducted a total of 2,645 hours of training on business and human rights and harassment prevention.

Policies, Principles, and Norms on the Rights of Indigenous Peoples

The Group supports and respects international norms on human rights with regard to the rights of indigenous peoples.

Main international norms on human rights that we support and respect

- United Nations International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights)
- 10 principles of the UN Global Compact
- International Labour Organization (ILO) Declaration on the Fundamental Principles and Rights at Work
- ILO conventions relating to human rights of workers on wages and working hours
- United Nations Declaration on the Rights of Indigenous Peoples
- United Nations Children's Rights and Business Principles

Response to the UK Modern Slavery Act 2015

ENEOS Group company ENEOS Europe Limited has released a statement in response to the United Kingdom Modern Slavery Act 2015, which came into effect in October 2015.

* See the following for more information.

> [FY2024 Anti-Slavery and Human Trafficking Statement \(eneoseurope\) \(PDF : 1.02 MB\)](#)

Initiatives for Business and Human Rights

Human Rights Due Diligence

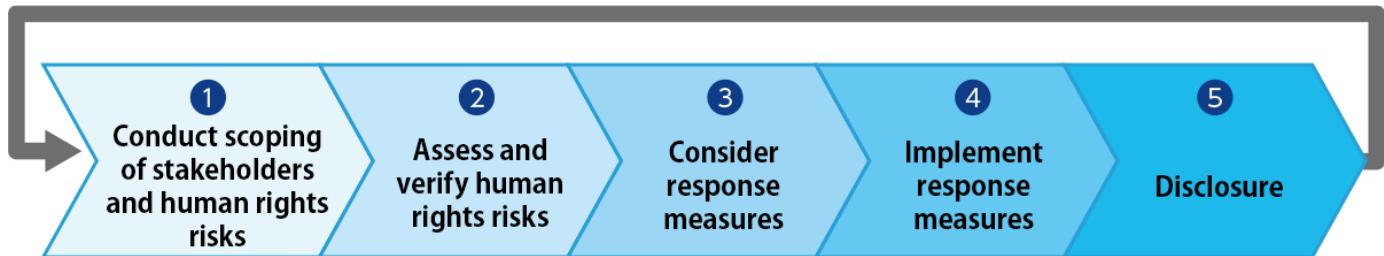
The Group has three procedures to comprehensively identify and address human rights risks: human rights due diligence, CSR procurement surveys in the supply chain, and a response flowchart for suspected human rights violations.

1. Human Rights Due Diligence for ENEOS Holdings and Group Companies

The Group has carried out human rights due diligence in accordance with the UNGP since fiscal 2019. The due diligence in fiscal 2019 and fiscal 2021, conducted with the cooperation of a third party, involved identifying and assessing the scope of human rights violation risks in our business activities, formulating improvement measures, and developing a training system. We received third-party verification for the due diligence conducted in these two fiscal years.

The third round of human rights due diligence, conducted in fiscal 2023, included several new Group business areas and identified human rights risks and issues in the associated businesses and supply chains. The due diligence was conducted with assistance from the Global Alliance for Sustainable Supply Chain (ASSC) and included desk surveys as well as interviews with suppliers and contractor companies. The results were used to assess and verify Group human rights risks. We identified priority human rights risks, and response measures are underway.

Human Rights Due Diligence Cycle



1. Conduct scoping of stakeholders and human rights risks

In the course of human rights due diligence, in which we reference Guidance on Human Rights Due Diligence of the Japan Federation of Bar Associations, Reference Material on Practical Approaches for Business Enterprises to Respect Human Rights in Responsible Supply Chains of the Ministry of Economy, Trade and Industry, and the opinions of NGOs, in addition to the UNGP, we conduct scoping of human rights risks to be assessed and verified (see table below).

Human Rights Due Diligence Issues for Confirmation

Stakeholders	Human rights issues	
Employees	Harassment	Management of working hours
	Discrimination	Health
	Safety	Work-life balance
	Freedom of association (right to organize, right to collective bargaining)	Fair and sound labor standards
Suppliers	Human rights violations by suppliers	
Customers/Business partners	Quality defects (including contamination)	Inadequate provision of product information
	Improper management of chemical substances used in products	Information security (privacy)
Local communities	Environment (including environmental degradation, health impacts, and damage in local areas)	

2. Assess and verify human rights risks

For the human rights risks identified through scoping conducted in step 1, conduct self-assessments in each company/department to determine whether human rights violations have occurred through business operations. After self-assessments, request confirmation by ASCC and identify human rights risks requiring priority response.

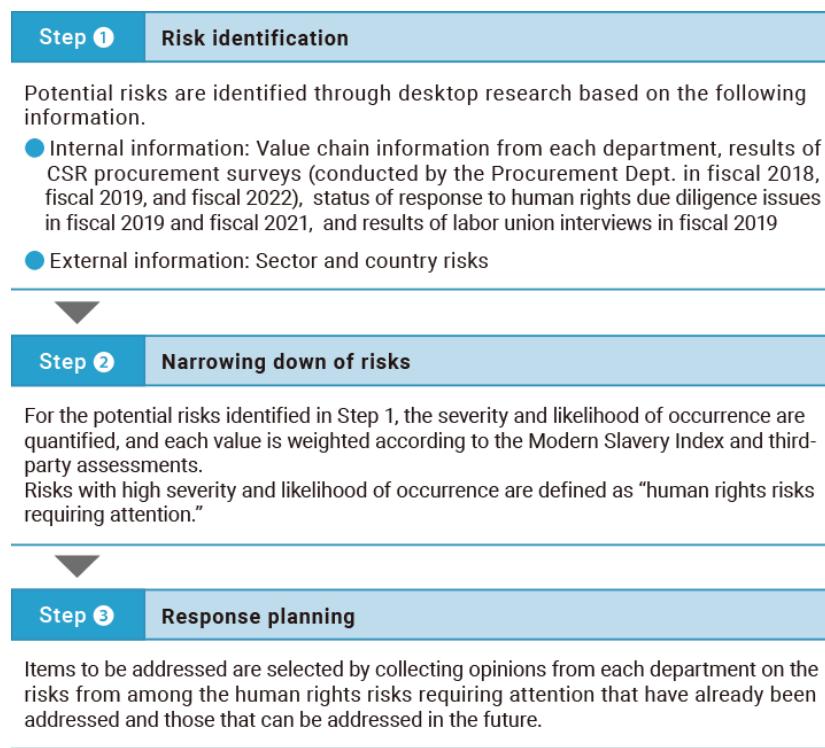
22 Risk Areas Where Rights are Verified in Due Diligence

- Employment conditions
- Work hours and wages
- Discrimination in the workplace
- Forced labor
- Youth and child labor
- Occupational health and safety
- Environmental pollution
- Land use and property rights
- Freedom of association and the right to collective bargaining
- Local communities
- Employee privacy
- The rights of women and sexual minorities
- Harassment
- Corruption and bribery
- Security
- Migrant worker rights
- Freedom of expression
- Education and training
- Poverty
- Governance
- Product development/advertising/use of products and services
- Ethical sourcing

Business Areas Covered by Human Rights Due Diligence

- Oil and gas (including the upstream areas of ENEOS Xplora)
- Lubricants
- Renewable energy (ENEOS Renewable Energy)
- High performance materials (ENEOS Materials)
- Metals (JX Advanced Metals)

Risk Selection Process in Human Rights Due Diligence



3. Consider response measures

4. Implement response measures

Based on the results of the self-assessment and the opinions of ASSC, we considered and introduced response measures for priority human rights risks. For fiscal 2024, we are advancing initiatives based on the points raised in fiscal 2023.

Priority Human Rights Risks and Response Measures

Human rights risk	Response measures and initiatives
1) Insufficient right to access to remedies for suppliers	<ul style="list-style-type: none"> Increase awareness of the human rights consultation contact points for suppliers <p>Issue guidance through the company contact department about the human rights consultation contact points for suppliers, established in fiscal 2022 to ensure easy accessibility.</p>
2) Potential human rights risks concerning foreign workers in the supply chain	<ul style="list-style-type: none"> Understand actual conditions for foreign workers and formulate response measures <p>Although no specific issues were detected in the third round of human rights due diligence, efforts will be made to understand actual conditions in order to identify potential risks. If a possibility of a human rights risk exists, we will take action, such as conducting on-site audits, and formulate response measures.</p>
3) Potential human rights risks concerning forced labor in the supply chain	<ul style="list-style-type: none"> Continue investigating actual conditions concerning forced labor in the supply chain <p>Questions on the presence or absence of forced labor were included in the fiscal 2022 CSR procurement surveys. We will continue to assess conditions and conduct follow-up fact-finding if survey responses are not satisfactory.</p>

Situation in Fiscal 2024 and Future Plan

As of November 2025, there have been no serious human rights violations in the value chains of our main businesses. If a human rights violation occurs in the course of our business activities, we will take corrective steps and promptly implement remedy measures pursuant to laws and regulations and following the instructions of the relevant authorities, while also working to prevent recurrence.

Based on the results of the third round of human rights due diligence conducted in fiscal 2023, we will examine possible countermeasures, including for potential human rights risks, as part of our efforts to prevent human rights violations. We will pursue a more effective form of human rights due diligence in preparation for the fourth round, scheduled for fiscal 2026.

Third-Party Opinion

The Group has asked an international human rights NGO to conduct desk research for third-party verification of its human rights risk assessments. As in fiscal 2023, we plan to undergo third-party verification in the fourth round of human rights due diligence, scheduled for fiscal 2026. The third-party opinion received in fiscal 2023 is as follows.

A portion of the third-party opinion

Human rights risk mapping has identified human rights issues (potential risks) with high likelihood of occurrence and severity in each business. However, since the current survey is based on desktop research, we suggest that the following initiatives be taken in the future to assess risks and locate issues with a high degree of accuracy.

It is also desirable to expand the scope of human rights due diligence in the future and confirm the status of human rights in new business and business processes.

- Interviews with each department and reflection of information obtained
- Implementation of self-checks
- On-site interviews, etc.

Risk Management

The company-wide risk management (ERM) system operated by the Group (see [Risk Management](#)) identifies various risks in the Group's operations, including those pertaining to human rights. In addition to our implementation of human rights due diligence, this serves as a framework for continuously assessing impacts on human rights.

2. CSR Procurement Surveys in the Supply Chain

We began conducting CSR procurement surveys in cooperation with our suppliers in fiscal 2018. By including the Group's human rights due diligence verification items in the surveys, we conduct similar human rights due diligence for our suppliers. Although no serious human rights risks have been identified to date, we have urged suppliers who need improvement to take corrective action. We will continue to monitor the status of improvements with regular checks every two years. For details, see [Supply Chain Management](#).

The Group's CSR procurement surveys have targeted primary suppliers and have been expanded to include suppliers selected based on importance to our business and ESG risks. We are also developing a mechanism for even more effective identification and response to human rights risks through such means as positioning the CSR procurement survey as part of our broader human rights due diligence and subsequently enhancing the human rights risk survey process.

3. Response to Suspected Negative Impacts on Human Rights

In fiscal 2021, upon the directive of the Board of Directors, we developed the Human Rights Response Flowchart to facilitate timely identification and analysis of and measures to avoid and mitigate the impact of human rights violations involving the Group. The flowchart, which is aligned with the human rights due diligence framework of the UNGP, is used to determine responses in terms of the impacts of our business operations on human rights violations, mainly those committed by third parties.

To supplement the flowchart, in fiscal 2023 we added eight new points to confirm at the time of assessment and items to check concerning human rights.

We use the flowchart to determine appropriate responses whenever human rights risks are detected, and we report to the Board of Directors on the status of those responses twice a year. We will continue our earnest response to human rights risks in our business activities.

Overview of Human Rights Response Flowchart

- Identification of human rights risks
Use desktop research, media reports, external findings, engagement with outside parties, etc., to determine whether there are any human rights violations by third parties and complicity in such violations.
- Examination of response measures
In the event of complicity in human rights violations, consider urging the party to remedy the situation or terminating the business relationship. Even in cases without complicity, the eight assessment and human-rights-related check items, including the severity of human rights violations, are used to ascertain risks from multiple perspectives, and subsequent preventive measures are discussed.

Examples of Past Measures

ENEOS Xplora Completed the Withdrawal from the Yetagun Gas Field Project in the Republic of the Union of Myanmar

Upon careful consideration and discussion of the situation in the country, including its response to social issues, and project economics based on evaluation of the gas field, the company decided to withdraw from the project in April 2022. The withdrawal process was initiated and subsequently completed with the approval of the Myanmar government in April 2023.

Consultation Contact Points (Remedy Measures)

If it is confirmed that human rights have been impacted in our business activities, the Group will provide remedy to the affected parties in accordance with the Group Code of Conduct and Human Rights Policy.

The Group has established whistleblower systems, human rights consultation contact points, and human rights consultation contact points for suppliers as internal contact points for consultation and reporting of issues, including human rights violations. These contact points accept anonymous reports and provide consultation on issues ranging from human rights issues that may occur in the course of day-to-day operations to serious human rights violations. The contact points are available in Japanese, English and other languages for employees in Japan and overseas.

For whistleblower systems of the Company and ENEOS, reports received are reported to officers by email once the investigation of a report begins, and the status of response is explained to the Audit and Supervisory Committee and corporate auditors regularly. We inform employees of this system through the Company intranet, and in e-learning training sessions held by the Legal & Corporate Affairs Department, we encourage employees to use the system.

Persons who contact the contact points are not in any way subjected to unfavorable treatment for seeking consultation or making reports. Retaliation against persons who make reports is strictly prohibited, and their privacy is rigorously protected. Employees who report matters to whistleblower systems and the human rights consultation contact points are not restricted from seeking remediation outside the company for those matters. Therefore, employees are also free to seek other remedies using the legal systems of their respective countries (Whistleblower Protection Act, etc.).

At the Company and ENEOS, generally, investigation of all reports are completed within one year.

See [Compliance](#) for the internal reporting workflow of compliance hotlines. See [Procurement](#) (Available in Japanese only) on our corporate website for the human rights consultation contact points for suppliers.

Labor-Management Negotiations on Appropriate Labor Conditions

At least once every year, Group representatives meet with employee representatives (labor unions) to negotiate overall working conditions, including wages. The wages of newly hired employees greatly exceed the minimum wage in Japan. The percentage of employees covered by the collective bargaining agreement is 84.2%. (Refer to [Data](#) for the labor union membership rate of each Group company).

The Group respects the ILO's fundamental labor rights (freedom of association and the effective recognition of the right to collective bargaining, elimination of all forms of forced or compulsory labor, effective abolition of child labor, elimination of discrimination in respect of employment and occupation). Workers who exercise their rights are protected by the laws and regulations of each country.

In accordance with labor agreements, ENEOS discusses criteria with the labor union in advance in the event that a large number of union members are transferred due to the closure or downsizing equivalent to closure of a business site. Union members are officially notified at the time of external announcement of the closure or downsizing equivalent to closure of the business site. In addition, the content of discussions with the labor union and items to be notified in advance are mutually determined by labor and management.

The Company and ENEOS have established an overtime work limit of 35 hours per month and 360 hours per year at the head office, and 80 hours per month (up to six times per year) and 480 hours per year by concluding a separate agreement. We also take the health of employees into consideration by having them conduct self-checks if they work overtime in excess of 45 hours per month and by providing an interview with an industrial physician for those who have worked overtime in excess of 80 hours per month. Overtime work is monetarily compensated with an overtime work stipend and employees who work on holidays are compensated with a holiday work stipend. Those who work late at night between 10 p.m. and 5 a.m. the next day are compensated with a late-night work stipend.

Preventing Forced Labor and Child Labor

From a standpoint of completely eliminating forced labor and child labor, the Group supports and respects not only the laws of each country, but also international norms on human rights such as the United Nations International Bill of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, conventions relating to human rights of workers on wages and working hours, and the Children's Rights and Business Principles. As a signatory, we support and respect the 10 principles of the United Nations Global Compact—a point that is clearly stated in the ENEOS Group Human Rights Policy.

In addition, the Group Code of Conduct clearly states that we will not use forced labor or child labor, and we are making thorough efforts to eliminate forced labor and child labor by conducting our business in accordance with this Code of Conduct.

Furthermore, in order to promote compliance with the Group Code of Conduct in the supply chain, we have established Group procurement policies and procurement guidelines that reflect the content of the Code of Conduct, and request suppliers to implement initiatives based on these policies. In order to ensure the effectiveness of our requests, the Group clearly states to suppliers that it emphasizes compliance with these policies and may review the details of transactions in some cases.

Additionally, we conduct CSR procurement surveys for suppliers, in which we have established survey items including child labor and forced labor, and urge suppliers to implement improvement measures as needed. We conduct these surveys every two years so that we can continue to monitor the progress of improvements.

Human Resource Development

Basic Approach

The ENEOS Group believes that an important challenge in the achievement of our growth strategy in a rapidly changing business environment is the development of creative, innovative human resources who can take on challenges on a global scale. In accordance with this approach, we have set out basic principles on human resource development in the Group Code of Conduct and the Group Basic Policy on Human Resources Development, and we have established consistent systems for each phase of human resource development, including hiring, assignment, evaluation, promotion, and training. In addition, each Group company pursues human resource development in accordance with its own business policies based on the Group Code of Conduct and the Group Basic Policy on Human Resources Development.

ENEOS Group Code of Conduct (excerpt)

12. Establishment of a healthy work environment

- (1) We strive to enable all personnel to carry out their business operations in the workplace with vigor, and to enable ourselves, our families and our colleagues to lead healthy and cultured lives by promoting health care and work-life balance.
- (2) We promote diversity in order to enable diverse individuals to maximize their abilities.
- (3) We strive to secure and maintain a pleasant work environment through interactive dialogue and ongoing communication.
- (4) We strive to train our people, and seek to enhance the abilities of ourselves and others.
- (5) We shall obtain the necessary confirmation and approval from the appropriate person(s) with authority before we commence any religious activity, political activity, or any similar activities during work.

ENEOS Group Basic Policy on Human Resources Development

We will continuously and systematically develop human resources to secure talent capable of tackling challenges globally with the spirit of creativity and innovation.

We will carefully develop employees with a strong awareness of the Group's mission and our five core values, a strong sense of ethics and a willingness to take on challenges.

We will develop human resources who will help us enhance corporate value over the medium to long term in order to strengthen our management foundation.

We maintain various functions and roles based on the business format and organization of the company. Each of these is indispensable to the operations of the company, and we will promote appropriate development efforts to ensure that all employees can contribute to the organization by maximizing their capabilities.

We will establish systems for actively supporting employees looking to grow themselves by promoting diverse development and growth tailored to each employee's aptitude.

We believe that supporting the growth of our diverse workforce will help to invigorate company organizations, thereby strengthening our competitiveness. We respect the individuality of each and every employee and support the self-led growth of employees tailored to their aptitude.

Structure

For information about our structure, see [ESG Management Structure](#).

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Retaining and developing human resources	Retaining human resources capable of enhancing corporate value	<ul style="list-style-type: none"> Set KPIs to ensure an environment where employees can work comfortably and with pride <ul style="list-style-type: none"> Achieve steady improvement at ENEOS Holdings and ENEOS Identify issues, formulate and implement improvement measures and plans for each division (worksites), conduct monitoring and continuously implement improvement activities Conduct engagement surveys to identify issues and formulate measures 		<ul style="list-style-type: none"> Set KPIs as Group human capital management Identified issues based on engagement surveys
	Development of human resources capable of enhancing corporate value	Establish a system to strategically allocate and develop management personnel through visualization of human resources		<p>System established at ENEOS Holdings Rollout completed at principal operating companies</p>

Major Initiatives

Each Group company implements development programs in accordance with its own business policies based on the Group Code of Conduct and the Group Basic Policy on Human Resources Development.

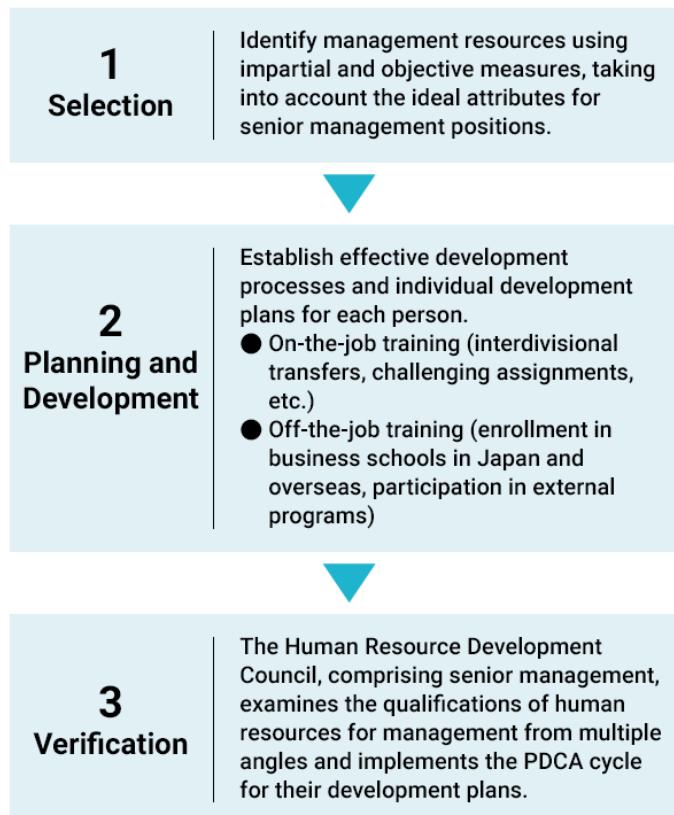
Developing Management Resources

To respond to uncertainty in a more flexible, dynamic manner, we must work more strategically to develop strong leaders who can ascertain the future direction of our companies in these uncertain times.

ENeos Holdings and its principal operating companies are working to address the common challenge of developing management resources.

We will clarify selection criteria to ensure fair hiring practices and engage in strategic development of personnel from an early stage, promoting development that will allow them to maximize their abilities as future management.

Workflow for the Selection and Development of Management Resources



Scope of application: ENEOS Holdings and principal operating companies

Main Human Resource Development Programs

Main Human Resources Development Programs at Principal Operating Companies

Operating company	Program name	Details
ENEOS	Global human resources development	Training, which lasts about one month, is held in Malaysia and Vietnam for employees with advanced English skills to acquire cross-cultural skills that will enable them to respond quickly in overseas business settings. Language learning opportunities are also provided on a broad scale in Japan to improve employees' language proficiency.
	M&A training	In order to develop human resources who can carry out the transformation of our business portfolio, we implement a program that teaches practical skills and knowledge, from the basics of M&A to how to formulate strategies.
	Training assignments at venture companies	In order to foster people who can take on the development of new businesses, employees are dispatched to venture companies for one year. Through practical experience in starting up businesses and working with entrepreneurs, participants hone their business development skills and mindset.

Operating company	Program name	Details
ENEOS	Evaluation feedback interviews and self-assessment interviews	Regular interviews are conducted with all regular employees to evaluate performance during the fiscal year and to share information about work issues and skill development opportunities in the next fiscal year. We have also established human resources systems to get an accurate understanding of employees' ambitions for long-term career design and skill development. Regular interviews are held to give the company and supervisors a better understanding of employees' wishes, helping to ensure optimal assignment, relocation, and development of employees (interviews held for all regular employees, who account for 90% of all employees).
	Career Forum	Every year, we hold a Career Forum (online) to provide information on the work content and career paths of each department during the period when employees declare their wishes for long-term career design and skill development. The event serves as an important opportunity for employees to think about their own career development.
ENEOS Xplora		
	Role/Level-based training	Classification-leveled training and training to develop core talent are provided.
	Overseas office training	To enable trainees to learn E&P (exploration and production) business practices through on-site experience and contribute to local operations, trainees are sent to the overseas offices (including operational/drilling sites) for three to six months under a clearly defined core theme.
	Basic knowledge acquisition program	This program is conducted year-round, primarily for young employees and mid-career hires, to provide knowledge on E&P-related technologies, contracts, and economic calculations, as well as environmental solutions businesses and new business creation. In addition to classroom learning, the program also offers hands-on opportunities, such as field trips.
	Human resource development interviews	Once a year, human resource development charts (which record the acquisition status of necessary skills, etc.) are updated, and based on these charts, interviews are held between employees and their supervisors to reflect on the knowledge and skills acquired by the employee over the past year and form a common understanding of the development plan for the coming year.
	Career development interviews	Employees are interviewed at key points in their careers to enhance the effectiveness of career development over the medium to long term, matching employees' own wishes and the needs of the company. Based on the results, the company offers support for every individual to take on new challenges in order to achieve their future vision for themselves.

Operating company	Program name	Details
ENEOS Materials		
	Training by rank	This training helps employees, from new employees to managers, acquire the mindset and skills required for their respective roles, and supports their steady growth at key career transition points.
	Career development program (CDP) system	This medium- to long-term career development program positions the first 10 years after joining the company as a “skill-building period” and aims to maximize employees’ abilities by allowing them to work at multiple departments based on their own request. University graduates receive career development training and undergo individual interviews, providing them with opportunities to proactively consider their own careers.
	Digital core talent development program	This program develops talent who can improve on-site operations by utilizing digital tools such as low-code tools and generative AI. This program teaches not only how to operate these tools, but also how to think about “what to create” in system development.
ENEOS Power		
	Training system	Each training course is divided into the categories of “Business/System Understanding,” “Specialization,” and “General Purpose.” Eligible employees are encouraged to take various training courses throughout the year.
	Qualification acquisition incentive system	The company subsidizes the examination fees for qualifications required for practical work.
ENEOS Renewable Energy		
	Training by rank	<ul style="list-style-type: none"> Timely training for managers to acquire necessary knowledge and skills Training for recent graduates starting work at the company to learn about the ERE Group and build a foundation for their careers as businesspeople
	Project manager development	ERE runs an original program for learning project management knowledge and techniques unique to manufacturing sites through case studies.
	Career independence support	<ul style="list-style-type: none"> Training program with participants primarily recruited by open call, focusing on the basic principle of “design your own career by honing your own skills and paving the way yourself” Career interviews with HR staff to support career development based on this basic principle Various seminars and training sessions to teach employees the knowledge and mindset necessary for career development

Note:

ENEOS Power employees are seconded from ENEOS, so other ENEOS policies also apply to the company’s employees.

Training Hours in Fiscal 2024

	Total training hours	Training hours per employee
ENEOS Holdings and ENEOS	492,979	57.7
ENEOS Xplora	9,003	22.9
ENEOS Materials	18,194	13.1
ENEOS Power	2,726	10.7
ENEOS Renewable Energy	4,115	11.7
JX Advanced Metals	40,054	12.2
Total	567,071	39.8

Note:

All training conducted by ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Power, and JX Advanced Metals, as well as all training conducted by the human resources division of ENEOS Materials and the Human Resources Department of ENEOS Renewable Energy, compiled by company.

Development of Locally Hired Overseas Employees

ENEOS aims to boost the overseas expansion of its business operations by training locally hired overseas employees to become senior managers at its overseas sites. The company regularly dispatches employees hired locally overseas who are expected to play an active role to the ENEOS head office, where they experience head office operations firsthand.

Due to operational reasons, the program was postponed in fiscal 2024, but in fiscal 2025, one locally hired overseas employee was assigned to the ENEOS head office.

Support for Employee Self-Development

In order to support the skill improvement and self-learning of employees who are motivated to learn, the Group provides open seminars, in which employees can choose to take training that meets their individual needs, for employees of principal operating companies and other Group companies.

ENEOS Learning Platform

ENEOS has established the ENEOS Learning Platform, an online learning support system for autonomous employee career development. Employees may select training courses and use the system freely for a certain period of time. The Company subsidizes 50% of the cost if certain requirements are met. As part of the people strategies in the third Medium-Term Management Plan, we set a target of having more than 1,500 users of the system over the three years from fiscal 2023 to fiscal 2025. The number of users totaled 1,205 over the two years from fiscal 2023 to fiscal 2024, already exceeding the target in terms of the rate of progress. Comments about the system included, "I was able to choose from a variety of training programs and learn on my own."

Supporting Self-Directed Learning

ENEOS Xplora has established policies such as ensuring time for learning and provides employees with a learning support system and online learning environment.

Self-Development Support System

ENEOS Materials has implemented a self-development support system utilizing a video-based learning platform to encourage each employee's independent learning. By creating an environment that supports employees' desire to learn, the company supports them in developing a habit of self-development and independent career development.

Development of Digital (DX) Talent

For the establishment of a solid earnings base and the realization of energy transition, the Group will accelerate business transformation through digital transformation (DX) in the areas of base businesses, growth businesses, and carbon neutrality.

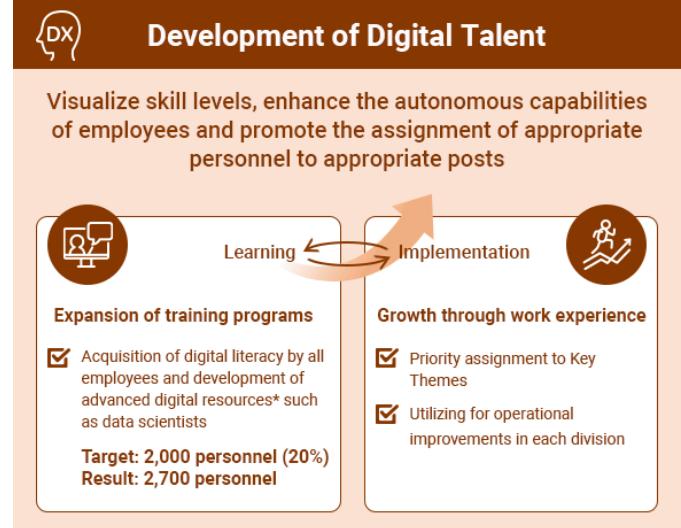
As a driving force to support these efforts, we will focus on the development of digital talent by enhancing the autonomous capabilities of employees and promoting the assignment of appropriate personnel to appropriate posts. The target of developing 2,000 advanced digital resources set out in the third Medium-Term Management Plan (fiscal 2023–fiscal 2025) had been achieved ahead of schedule as of the end of fiscal 2024. By the end of fiscal 2024, a total of 2,700 advanced digital resources had been developed.

In fiscal 2023 ENEOS introduced level certification (four levels, from 1 to 4) and three types of digital resources. Through these efforts, we are visualizing the development status and strengthening DX implementation and practical skills.

By providing e-learning to all employees to enable them to acquire digital literacy, we aim to ensure that all personnel are digitally literate human resources (Level 1). In addition, as a measure to develop advanced digital resources (Levels 2 to 4), we have established three types: Business Designer¹, DX Coordinator², and Data Analyst³, and we are pursuing the development of human resources who will play a central role in DX by combining training and work experience for each type.

In fiscal 2024, we began certifying Level 3 talent with practical experience, and by the end of fiscal 2024, we had certified a total of approximately 40 individuals. Starting in fiscal 2025, we are creating practical opportunities and optimizing placements for trained talent, while also enhancing our digital talent development program by updating it to include more practical content.

■ Digital Talent Development Policy (Summary)



* Personnel with practical experience and knowledge for promotion of DX, and can demonstrate value as a core of DX projects in their area of responsibility

- 1 Consistently involved in and contributes to the planning of business transformation / business models, the launch and monetization of new businesses, and the overall promotion of DX. As of the end of fiscal 2024, around 500 Business Designers had been developed.
- 2 Engages those involved and builds appropriate cooperative relationships while ensuring the materialization of products, services, and measures, as well as quality, cost and delivery (QCD). As of the end of fiscal 2024, around 700 DX Coordinators had been developed.
- 3 Formulates hypotheses for business transformation and new business creation, and uses data to verify hypotheses and derive suggestions. As of the end of fiscal 2024, around 1,100 Data Analysts had been developed.

Health

Basic Approach

The ENEOS Group believes that focusing on the health of our employees and their families results in a vibrant, productive workforce, bringing vitality to our organization. This in turn is the driving force for the achievement of our growth strategies and the source of our competitiveness. Accordingly, we have stipulated health enhancement as a standard in the Group Code of Conduct and are promoting Health and Productivity Management to contribute to employees' personal health management and improvement.

ENEOS Group Code of Conduct (excerpt)

4. Health enhancement
 - (1) Health is the core element of our business continuity and development. We take active measures to maintain and enhance the mental and physical health of individuals employed by our group companies.
 - (2) We endeavor to identify and evaluate health disorders related to our business activities and promote measures to reduce such risks. We also collect and provide information to external sources in order to ensure the sustainable development of occupational health.

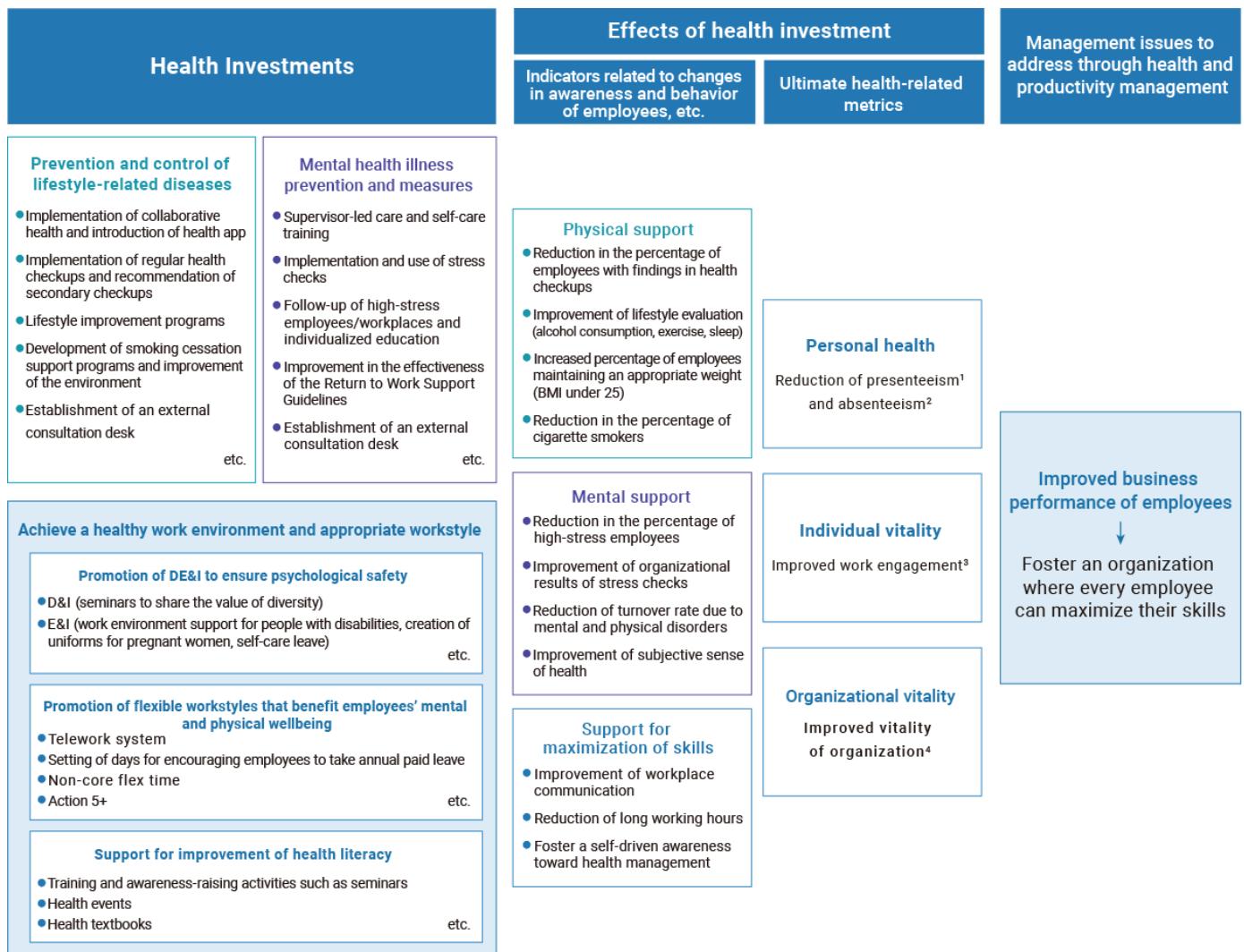
ENEOS Group Health and Productivity Management Declaration

The ENEOS Group's mission is to contribute to the development of our communities and help to ensure a vibrant future through creation and innovation in energy, resources and materials. Health, safety and environment is one of our five core values in the ENEOS Group Philosophy. Ensuring the health of employees and their families and fostering a healthy organizational culture is the foundation for practicing human capital management, viewed as a source of corporate competitiveness. Thus, we hereby declare our proactive promotion of "Health and Productivity Management," an initiative aimed at enhancing employees' physical and mental health and organizational vitality.

ENEOS Group Non-Smoking Declaration

Under the ENEOS Group Health and Productivity Management Declaration, the ENEOS Group identifies the reduction of health risks posed by smoking as a key issue in creating an environment where each employee can maximize their abilities. We hereby declare our commitment to spreading a culture of non-smoking and actively supporting employees who wish to quit smoking.

Overview of Health and Productivity Management



- 1 An indicator for the state continuing to work while having some form of physical or mental discomfort or illness, resulting in an inability to perform at the normal level (Measurement method: The University of Tokyo single-item edition).
- 2 An indicator for the approximate number of days per year of absence or leave due to personal illness or injury per employee (Total number of days of absence and leave for all employees ÷ Number of employees).
- 3 A state in which employees have positive feelings toward their work and feel vitality and a sense of purpose (Measurement method: Average value of the relevant items in the stress check).
- 4 An indicator that comprehensively shows psychological safety, motivation, and degree of activity (Measurement method: Average value of the relevant items in the stress check).

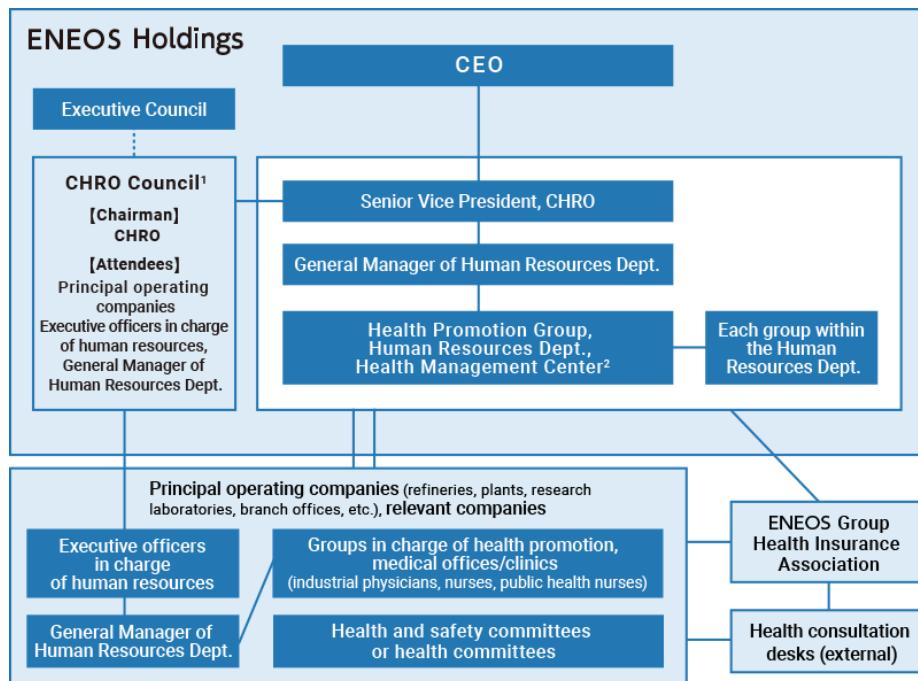
Structure

For information about our structure, see [ESG Management Structure](#).

In order to promote health and productivity management, we have established a Support Structure for Health and Productivity Management and established a secretariat within the Human Resources Dept. We are now implementing various initiatives in collaboration with the Health Insurance Association, business sites, and relevant companies.

At our sites in Japan, meetings of health and safety committees or health committees are convened each month for discussions on health between the companies and labor unions or employee representatives.

Support Structure for Health and Productivity Management



- Shares the ENEOS Group's health management policy, confirms the initiatives of each company, and monitors the progress of the initiatives.
- The Health Management Center consists of industrial physicians (three psychiatrists and three internal medicine physicians) and public health nurses.

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation: 😊 Achieved/Steady progress 😔 Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Ensuring safety / Health enhancement	Ensuring health of employees	Percentage of employees maintaining an appropriate weight: 70% or higher of employees with BMI under 25	😔	68.8%
		Reduce the percentage of cigarette smokers Percentage of smokers: Reduce by at least 1.0% from the previous year	😔	Reduced 0.5% from the previous year

Major Initiatives

Employee Health Management

With regular health checkups as a fundamental part of our efforts, the ENEOS Group¹ is working to prevent employees from developing lifestyle-related diseases, and has set targets to reduce the percentage of cigarette smokers² and achieve a rate of employees maintaining an appropriate weight (BMI under 25) of 70% or higher³. In fiscal 2024, the percentage of cigarette smokers decreased by approximately 0.5 percentage points from the previous fiscal year, and the percentage of people maintaining an appropriate weight was 68.8%, just short of the targets. We will continue to work on improvement through health guidance and smoking cessation support programs, while also making every effort to eliminate the risks of passive smoking. Starting in fiscal 2025, we are newly focusing on "presenteeism" (a state in which physical or mental issues do not lead to absenteeism but result in reduced productivity) as a key target, aiming to reduce the rate to below 20% by fiscal 2027. Through organizational initiatives such as workplace improvement programs, we will support employees who need assistance and strive to create a healthy and vibrant work environment. Regarding the common challenge faced by principal operating companies of fostering each employee's autonomous health management awareness, we are promoting awareness through e-learning and seminars, as well as encouraging follow-up examinations for those with findings from regular health checkups. Health measures such as vaccinations for infectious diseases, medical support systems, and stress checks are implemented not only for employees working in Japan but also for those traveling and working overseas.

- 1 Data from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals
- 2 Fiscal 2024 target: Reduce the percentage of cigarette smokers by at least 1.0% from the previous year
- 3 Fiscal 2024 target: Maintain the percentage of employees maintaining an appropriate weight (BMI under 25) at 70% or higher

Mental Health Measures

To help prevent mental health issues, the Group makes effective use of a stress check system. The system improves employee awareness of stress. For individual follow-up for those facing high levels of stress, we offer sessions with occupational physicians. Additional measures include systems for counseling with external counselors*.

Based on the results of stress checks, we also conduct group analysis within the organization and provide training, advice and assistance for improvements in high-stress work environments.

In fiscal 2024, we continued to provide individual consultation and feedback for the stress check results of managers, and conduct follow-up as needed through training or individual consultations with external counselors and the subsequent development of action plan sheets.

We have also introduced a system that allows each employee to attend seminars planned based on the results of individual stress checks at any time. By voluntarily attending seminars as part of primary prevention, we are working to reduce the number of employees newly taking leave due to mental illness. In addition, even if employees take leaves of absence due to mental health issues, we have developed a Return to Work Support Program so that employees can return to work with peace of mind. Through this program, we offer support that is closely tuned to the needs of each individual.

* Counseling by external counselors is available to all employees.

Health Measures for Employees Traveling and Working Overseas

To prevent illness in employees traveling and working overseas, the Group actively implements measures such as vaccinations for employees traveling to certain destinations as recommended on the website of Japan's Ministry of Health, Labour, and Welfare's Quarantine Information Office.

In fiscal 2021, ENEOS introduced stress checks for employees working overseas and strengthened initiatives aimed at the primary prevention of mental health issues. In addition, we have stockpiled supplies for infectious disease measures at our overseas sites, just like at our sites in Japan.

At other principal operating companies as well, we are taking measures according to the circumstances of each company. These include covering the cost of preventive antimalarial medication in malaria-endemic areas, introducing regular health checkups and healthcare services with medical interpreters for expatriates and their families, and providing health consultations through self-checks for overwork in collaboration with specialized institutions.

Industrial Hygiene at Refineries and Other Production Sites

To prevent health hazards to workers at refineries and other production sites, the Group trains industrial hygienists for each site and carries out industrial hygiene activities. In addition, we are working on the management of chemical substances to ensure compliance with the Industrial Safety and Health Act, which was revised in April 2024.

At ENEOS, industrial hygiene activities include the implementation of measures against exposure to chemical substances and noise. In addition, the labor unions confirm our efforts to provide and maintain the equipment needed to ensure the health and safety of labor union members.

At ENEOS Materials, we work in collaboration with industrial physicians, public health nurses, and labor unions to improve the work environment and establish systems to address health risks.

Measures Against Exposure to Chemical Substances

ENEOS conducts risk assessments using individual samplers to test for exposure to specific chemical substances that pose health risks in the work environments of refineries and other facilities. Based on the results of these assessments, we implement appropriate countermeasures to mitigate such risks as part of our efforts to prevent impacts on the health of employees.



Employee testing for exposure to chemical substances using individual samplers

Measures Against Exposure to Noise

ENEOS is taking measures against exposure to occupational noise in its refineries, plants and other business sites to prevent noise-induced hearing loss.

Comprehensive noise measurements are carried out in all areas of refineries and other business sites where production equipment is located to identify areas with noise levels of 85 decibels or higher and 95 decibels or higher, the reference values for preventing noise-induced hearing loss. Based on these measurements, we have developed workplace maps that indicate areas with high noise levels.

We have also established rules for all refineries whereby workers are required to wear appropriate ear protection, such as ear plugs or earmuffs, depending on noise levels. For areas with noise levels of 95 decibels or higher, we are implementing even more rigorous measures by requiring double protection using both ear plugs and earmuffs.



Noise measurement

Health Indicators

Trends in Health Indicators of Principal Operating Companies

	Health indicators	Fiscal 2022	Fiscal 2023	Fiscal 2024
1	Regular health checkup rate	100.0%	100.0%	99.96%
2	Smoking rate	22.0%	24.1%	23.6%
3	Percentage of employees maintaining an appropriate weight (BMI under 25)	70.9%	69.7%	68.8%
4	Cancer screening rate	Stomach cancer	68.7%	66.3%
		Colorectal cancer	78.0%	74.8%
		Cervical cancer	46.8%	43.9%
		Breast cancer	58.0%	53.4%
5	Percentage of employees taking part in habitual exercise*	34.6%	27.4%	37.1%

* Percentage of employees who exercise for 30 minutes or more at least twice a week and have continued this for at least one year

	Health indicators	Fiscal 2022	Fiscal 2023	Fiscal 2024
6	Percentage of employees with a drinking habit* * Drinking frequency is daily or 5–6 days a week and the amount of alcohol consumed per drinking day is equivalent to 2 go or more of sake	—	—	22.4%
7	Percentage of employees who get sufficient rest through sleep	—	—	73.4%
8	Secondary checkup rate	—	63.9%	61.3%
9	Stress check rate	93.4%	94.9%	95.9%
10	Percentage of high-stress employees	8.4%	8.9%	10.4%
11	Presenteeism* * An indicator for the state of continuing to work while having some form of physical or mental discomfort or illness, resulting in an inability to perform at the normal level (Measurement method: The University of Tokyo single-item edition).	—	—	19.9%
12	Absenteeism* * An indicator for the approximate number of days per year of absence or leave due to personal illness or injury per employee (Total number of days of absence and leave for all employees ÷ Number of employees).	1.4 days	1.9 days	3.4 days
13	Work engagement* * A state in which employees have positive feelings toward their work and feel vitality and a sense of purpose (Measurement method: Average value of the relevant items in the stress check).	—	—	2.5 points
14	Organizational vitality* * An indicator that comprehensively shows psychological safety, motivation, and degree of activity (Measurement method: Average value of the relevant items in the stress check).	—	—	2.7 points

Notes:

Data from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals. Items 4 to 14 for fiscal 2024 exclude JX Advanced Metals.

External Evaluation of Our Health and Productivity Management

The Company and its principal operating companies participate in the Ministry of Economy, Trade and Industry's Survey on Health and Productivity Management, which uses objective indicators to assess enterprises' health enhancement initiatives. We have been certified for eight consecutive years, since fiscal 2017, as a Health and Productivity Management Outstanding Organization in recognition of our outstanding health and productivity management practices undertaken in collaboration with insurers.

The Company's Health and Productivity Management initiatives are introduced in external seminars and informational magazines in order to promote the growth of health and productivity management.



Healthy Work Environment

Basic Approach

The ENEOS Group promotes the management of work-life balance as a way for all employees to increase their motivation and creativity and perform at their full potential.

The Group believes that creating environments where employees accept a person's individuality (diversity & inclusion), regardless of differences pertaining to gender, age, nationality, race, ethnicity, skin color, culture, thought, religion, belief, political opinions, sexual orientation, gender identity, gender expression, presence or absence of disability, and familial or personal circumstances, and everyone is given equal opportunity (equity) will lead to the creation of new value throughout the organization and the growth of the Group.

Based on this belief, we have stipulated basic principles for the establishment of a healthy work environment in the Group Code of Conduct, and we implement various measures accordingly.

ENEOS Group Code of Conduct (excerpt)

12. Establishment of a healthy work environment

- (1) We strive to enable all personnel to carry out their business operations in the workplace with vigor, and to enable ourselves, our families and our colleagues to lead healthy and cultured lives by promoting health care and work-life balance.
- (2) We promote diversity in order to enable diverse individuals to maximize their abilities.
- (3) We strive to secure and maintain a pleasant work environment through interactive dialogue and ongoing communication.
- (4) We strive to train our people, and seek to enhance the abilities of ourselves and others.
- (5) We shall obtain the necessary confirmation and approval from the appropriate person(s) with authority before we commence any religious activity, political activity, or any similar activities during work.

Structure

For information about our structure, see [ESG Management Structure](#).

We are responding to various issues in a more agile manner under our ESG management structure. Specifically, we are implementing measures such as workstyle reforms, workplace and career advancement initiatives for female employees and employees with disabilities, and the expansion of systems to promote work-life balance. We are also raising awareness about diversity, equity, and inclusion through in-house training for all personnel, including officers.

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Diversity, equity and inclusion (DE&I)	Advancement of women in the workplace	Maintain rate of women among newly hired university graduates at 25% or higher		28.9%
	Advancement of employees with disabilities	Maintain employment rate of people with disabilities at 2.5% or higher		2.7%

Major Initiatives

Re-establishing a Work Environment Where Employees Can Work Comfortably and with Pride

TSUNAGU Project

The Company and ENEOS launched the TSUNAGU Project in May 2024 for the re-establishment of an environment where employees can work comfortably and with pride, under the keywords "change starting with supervisors" and "everyone takes ownership." The senior vice presidents and division heads of the Company and ENEOS are responsible for leading the initiative, under which we are implementing companywide the "Three Principles for Working in Peace" to thoroughly promote constructive, two-way communication. The Three Principles have been put into practice over the course of efforts spanning one year, and results of monthly surveys have confirmed improvements in psychological safety and other areas. Starting in May 2025, we launched an upgraded version of the project under the name "TSUNAGU 2.0," adding health, work environment, and job satisfaction to the scope of activities.

Note:

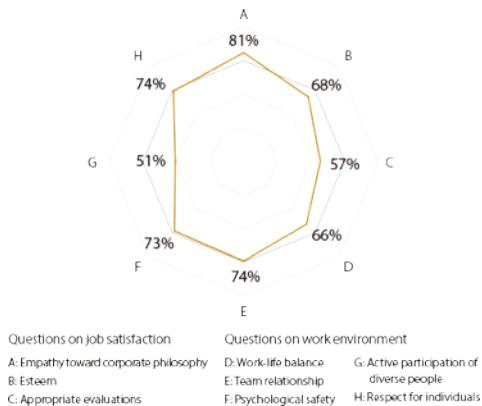
For details of these initiatives, see [Integrated Report 2024 "TSUNAGU Project" for Improvement of Organizational Climate \(PDF: 58KB\)](#)  .

Engagement Surveys

The source of our competitiveness is employees who embrace our Group Philosophy and continue to produce results while maintaining their physical and mental health. Furthermore, for employees to maintain enthusiasm for their work, engagement with the company—in terms of work environment and job satisfaction—is crucial. We conduct engagement surveys to understand the current situation and resolve any issues, as well as to confirm the effectiveness of our efforts to assign the right person to the right job and foster corporate culture.

In fiscal 2024, we conducted the survey at the Company and principal operating companies. In the survey, approximately 80% of employees responded that they empathize with our corporate philosophy, confirming that our corporate vision is well understood. Over 70% of employees gave positive responses regarding psychological safety and respect for individuals. However, only around 50% of employees responded positively to questions about the active participation of diverse people and appropriate evaluations, and these two points remain issues. We will implement solutions and continue conducting the survey, expanding the scope to Group companies.

| Fiscal 2024 Engagement Survey Positive Response Rate by Item



Diversity, Equity, and Inclusion

The Group promotes diversity, equity, and inclusion (DE&I) for the maximization of the talents of its diverse workforce, the creation of new value throughout the organization, and the growth of the Group.

In addition to initiatives related to individual themes such as the advancement of women in the workplace, the retention of employees with disabilities, and the understanding of sexual minorities, we are focusing on promoting diverse workstyles and expanding systems to support work-life balance in terms of childcare, family care, and illness. We believe that if each and every employee understands, takes ownership of, and promotes DE&I, individual behavior will change, which in turn will lead to greater achievements in the organization. To this end, we are raising awareness among all employees and conducting training for management while implementing activities throughout the Group.

Basic Approach to Diversity, Equity, and Inclusion

- We aim to increase the motivation and creativity of all employees and enable them to maximize their talents by fostering a corporate culture where each and every employee understands the importance of diversity, equity, and inclusion, and where employees respect each other, help each other, and grow together.
- Through the promotion of diversity, equity, and inclusion, we aim to ensure the diversity of the organization and employees and foster a culture that embraces different ways of thinking and ideas and encourages thorough discussion based on mutual trust. This will enable us to promptly and accurately meet the ever-changing needs of customers and society and create new social value.
- We will continue to contribute to the realization of a society in which all stakeholders, including employees, can actively participate by promoting diversity, equity, and inclusion in Japan and overseas.

Diversity, Equity & Inclusion Commitment

We position Diversity, Equity & Inclusion (DE&I) at the core of our Group People Strategy. We aim for a workplace where every diverse employee can be their authentic self, work confidently and proudly, maximize their performance, and contribute to creating new corporate value. To achieve this, management will take leadership to cultivate an inclusive workplace climate where individuality can thrive and develop organizational structures that leverage diversity.

Advancement of Women in the Workplace

To support the career planning and growth of female employees, the Group is working to reform individual workstyles and awareness among employees, their supervisors and members of their workplaces, and is developing and expanding systems for all employees to achieve work-life balance. Group companies also have their own action plans for the advancement of women in the workplace based on the Act on Promotion of Women's Participation and Advancement in the Workplace. We have also set numerical targets for the hiring percentage of female university graduates and the number of female employees promoted to managerial positions, and we implement various measures to promote the active participation and career advancement of female employees.

Targets for Action Plan on the Advancement of Women in the Workplace

• ENEOS

1. Ensure that the ratio of women among newly hired university graduates from fiscal 2023 to fiscal 2025 is at least 50% for administrative positions and at least 20% for technical positions
2. Change the behavior and mindset of employees, focusing on management, toward the promotion of diversity
3. Aim to have 100 female managers* (from group managers to officers) by April 2026

* Including female managers seconded to main Group companies

• ENEOS Xplora

1. Maintain the percentage of female workers at 20% of the workforce
2. Promote thorough awareness of diversity and inclusion within the company
3. Increase the hours of participation in training for career advancement for female employees by 20% per person compared to the previous plan

• ENEOS Materials

1. Ensure that the percentage of women in general graduate recruitment for each fiscal year is at least 50% for administrative positions and at least 20% for technical positions
2. Increase the ratio of female managers to 5% during the period of the plan (fiscal 2023 to fiscal 2025)

• ENEOS Renewable Energy

1. Ensure that the proportion of female workers among new hires is 40% or more
2. Limit the overtime hours for all employees to less than 20 hours per month
3. To promote active participation by all employees, consider and implement flexible workstyles and various support measures and systems for balancing work and life

Note: Formulated based on the Act on Promotion of Women's Participation and Advancement in the Workplace and the Act on Advancement of Measures to Support Raising Next-Generation Children.

Promoting Female Employees to Managerial Positions

To support the career planning and growth of female employees, the Group is working to reform individual workstyles and awareness among employees, their supervisors and members of their workplaces, and is developing and expanding systems for all employees to achieve work-life balance.

In association with changes to the Group operating structure in fiscal 2024, the number of principal operating companies increased from three to five¹. Accordingly, target setting methods have changed from fiscal 2025, and the Company and principal operating companies have set a common goal of having an 8% ratio of female managers by April 2028. This ratio was 5.7%² as of March 31, 2025.

1. From three companies: ENEOS, ENEOS Xplora, and JX Advanced Metals, to five companies: ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, and ENEOS Renewable Energy.
2. Figure includes ENEOS Holdings and five principal operating companies.

Employment Status of Female Employees

(As of March 31, 2025)

Category	Number of female employees	Percentage of total
Newly hired employees	168	17.2%
Employees	1,913	13.8%
Leadership positions	158	5.3%
Directors*	4	40.0%
Average years of service for female employees	14.1 years (Difference in average years of service between male and female employees: 2.4 years)	

Note:

Data on number of female directors is from ENEOS Holdings; other data is for ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals.

* Data on number of female directors is as of June 26, 2025.

Training and Seminars for the Advancement of Women in the Workplace

ENEOS holds the following training and seminars to further promote the advancement of women in the workplace.

Training for Female Employees

We are supporting the formation of networks of female employees so that they can think about and envision their own careers. As part of this effort, we have introduced an external mentorship program for female employees who aspire to managerial positions, with the aim of alleviating issues and anxieties in thinking about their careers and encouraging their growth. In fiscal 2024, as in fiscal 2023, we also held networking events for female employees working as operators at manufacturing sites. The events included lively group discussions about the unique rewards and challenges of working in the operating division and participants' visions for their future careers.



Networking session for female operators

Networking Events for Female Managers and Female Employees

As one of our initiatives to develop and recruit female managers, we hold networking events for female managers and female employees, which provide opportunities for female employees to engage in dialogue with managers, and in doing so, to think about their careers. Employee participants have expressed comments such as, "I was able to hear specific details about the challenges, efforts, and rewards of being in a managerial position," and "Each manager has their own way of thinking and approach, so it is not necessary to be bound by an ideal; it's okay to adopt a mindset of trying a managerial role first and then reflecting."

ENEOS Receives Highest "Eruboshi" (L Star) Certification

In October 2020 and July 2025, ENEOS and ENEOS Xplora, respectively, received the highest of three "Eruboshi" (L Star) certifications from the Minister of Health, Welfare and Labour as an enterprise fully compliant with the standards of the Act on Promotion of Women's Participation and Advancement in the Workplace.



Hiring of Experienced Personnel

The Group is pursuing human capital management in line with the fourth Medium-Term Management Plan (fiscal 2025 to fiscal 2027). As part of this effort, we hire experienced personnel with knowledge and experience not available in-house.

The Group promotes employees to managerial positions based on individual suitability and other factors. Therefore, although we do not set numerical targets within the framework for hiring experienced personnel, we do monitor the status of their promotions as an observational indicator.

ENEOS Renewable Energy also implements various support programs to help experienced hires, transferees, and others settle into the workplace and succeed quickly.

Hiring of Foreign Nationals

The Group hires foreign nationals as a way of retaining and developing the people who will drive portfolio restructuring with a view to energy transition. The Group promotes employees to managerial positions based on individual suitability and other factors. Therefore, although we do not set numerical targets within the framework for hiring foreign nationals, we do monitor the status of their promotions as an observational indicator.

Promoting Career Opportunities for Employees with Disabilities

The Group promotes active participation by employees with disabilities by providing assignments based on individual characteristics and aptitudes rather than grouping individuals at specific worksites. We also engage counselors and others to support employees with disabilities in worksite adaptation.

At the end of fiscal 2024, the percentage of employees with disabilities was 2.7%. Looking ahead, we will continue our efforts to hire and enhance our support structure for people with disabilities.

In addition, we are a signatory and participant in The Valuable 500, an international initiative that supports the advancement of people with disabilities.



Re-employment of Retired Employees

The Group has put in place a re-employment system for employees who have the desire and motivation to continue working after mandatory retirement. This system provides these employees with further opportunities to share their valuable knowledge, skills, and experience with the company. In fiscal 2024, the number of employees re-employed after retirement was 742.

Note:

Data from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals.

Promoting the Active Participation of Senior Employees

Senior employees, who have a wealth of knowledge and experience, are an important presence in our transformation to a robust management structure and portfolio restructuring under the fourth Medium-Term Management Plan. As part of our efforts to retain human resources, which will become increasingly important in the future, we are establishing systems that will enable senior employees to play a more active role.

ENEOS and ENEOS Power have established a system for grade- and role-based pay appropriate to the magnitude of the role, to ensure the appropriate treatment of employees rehired after mandatory retirement. Additionally, even after rehiring, it is assumed that individuals will take on roles equivalent to those of active-generation managers, and a manager-equivalent role grade has been established accordingly.

ENEOS Xplora has applied the same system as for its regular employees since fiscal 2023, which has eliminated imbalances in job responsibilities and treatment.

ENEOS Materials has been moving forward with a review of its system for the rehiring of employees after mandatory retirement beginning in fiscal 2025 and is working to improve conditions to allow rehired retirees to continue working with peace of mind. It has also introduced the setting of clear targets for these personnel and has begun implementing fair, highly transparent evaluations appropriate to the nature of their jobs.

ENEOS Renewable Energy has set the retirement age at 65 and applies the same salary increases and promotion system for rehired retirees as for regular employees.

Creation of Local Jobs

The Group is actively engaged in employing local staff at our overseas business sites.

Number of Locally Hired Staff at Overseas Sites (Fiscal 2024)

(Persons)

ENEOS	991
ENEOS Xplora	374
ENEOS Materials	487
ENEOS Power	3
ENEOS Renewable Energy	4
JX Advanced Metals	2,186
Total	4,045

Ikuboss Corporate Alliance Membership and Activities

ENEOS has been a member of the Ikuboss Corporate Alliance*, established by NPO Fathering Japan, since fiscal 2017. Within the company, we are sharing the ideal attributes for supervisors required in an increasingly diverse workplace and pursuing various initiatives to develop suitable human resources.

Based on the idea that it is important for leaders managing diverse subordinates to unite team members of various attributes and transform this into organizational strength, we conduct various training programs to provide knowledge and skills for management that is attentive to each individual and leadership that enhances psychological safety.

In fiscal 2024, we promoted understanding through classification-leveled training for executives, focusing on themes such as respect for human rights, DE&I, harassment prevention, and the promotion of work-life balance, including childcare and family care.

* An "ikuboss" is a boss (executive or manager) who thinks about the work-life balance of staff under his or her supervision. Ikubosses support the careers and lives of their staff, while delivering results to the organization and enjoying their own work and private lives. The Ikuboss Corporate Alliance is a network of companies that are actively working to change the mindsets of their management staff as part of their efforts to foster ikubosses in this new age.

ENEOS Ikuboss Declaration

1. We will work to reduce total annual working hours to enable our entire workforce to reach their full potential despite time constraints due to life events.
2. We will promote diversity, equity, and inclusion centered on the advancement of women in the workplace in order to pursue business reforms under a flexible mindset.
3. We value work-life balance and will support bosses who actively enjoy life and encourage those around them to do the same.
4. We will foster Ikubosses as drivers of these initiatives.

Initiatives for Sexual Minorities

The entire Group is working to foster an organizational culture that correctly understands and accepts sexual minorities.

At ENEOS, we are working to create a workplace where everyone, regardless of gender, can work in their own way and maximize their abilities. Through e-learning and seminars, we promote understanding of sexual diversity and the correct way to communicate to prevent SOGI harassment¹ and outing. In addition, we formed ENEOS ALLY, an in-house group that promotes understanding and support for sexual minorities, helping to ensure psychological safety in the workplace.

In November 2024, work with Pride² awarded ENEOS the Gold Award, their highest honor, based on their "PRIDE Index," an evaluation index on programs related to sexual minorities within businesses and organizations. ENEOS has received this award for five consecutive years.

1. Discriminatory words or actions related to sexual orientation or gender identity. SOGI stands for "sexual orientation and gender identity."
2. A private organization that supports the promotion and instillment of diversity management concerning sexual minorities within business organizations.



Raising Awareness among Employees

We conduct e-learning to inform and raise awareness among employees about the importance of diversity, equity, and inclusion.

Publication of Ajisai Newsletter

In order to make diversity, equity, and inclusion more familiar to employees, ENEOS sends messages from management to all employees and publishes an in-house newsletter called Ajisai Newsletter for its manufacturing sites, where there are few female employees. In fiscal 2024, the newsletter covered topics such as assertive communication, workstyles at other companies, improvements made at worksites, and networking sessions for female operators.

Work-Life Management

In accordance with the basic approach below, the Group aims to reduce total annual working hours and encourage the taking of annual paid leave to increase the motivation and creativity of each and every employee and enable them to maximize their abilities.

Work-Life Management Guidelines

- To allow adequate time for each and every employee to achieve a good balance between work and private life, we promote the reduction of total annual working hours and encourage the taking of annual paid leave by improving productivity and workflow.
- We work to ensure the establishment and utilization of effective human resource systems and programs, so that even employees limited in their workstyles by circumstances such as childcare and family care can achieve sustainable career development and performance.
- We raise employee awareness to promote understanding of the importance of work-life management.

Proper Management of Total Annual Working Hours

The Group defines those regulations related to Japan's Labor Standard Act, such as working hours, rest periods, days off, and leave, as human resource regulations.

We have developed a mechanism for the proper calculation and management of working hours in order to reduce total annual working hours (reduce overtime work and encourage the taking of annual paid leave), including for managerial staff.

1. Prevention of prolonged working hours

Implement Action 5+, an internal program that prohibits working on Sundays and between the hours of 10 p.m. and 6 a.m. IT systems issue reminders to those working prolonged hours and their supervisors. Additionally, robotic process automation (RPA) is used to automatically aggregate data on working hours and distribute it to the relevant human resources staff at all business sites daily.

2. Visualization of overtime hours

Post the working hours of all workplaces monthly on our intranet.

3. Training to encourage changes in mindset/behavior

Hold training sessions for managers at the deputy general manager level on closely managing working hours in their organizations. Implement e-learning for managers at the section manager level and below and non-managerial employees on working hours and rest periods based on the Labor Standards Act.

Encouraging Employees to Take Annual Paid Leave

The Group promotes various initiatives at our Group companies to encourage employees to take annual paid leave.

Major Measures

1. Formulation of plans for taking annual paid leave: At the start of each year, each employee draws up a schedule for taking paid leave for the year.
2. Designation of first extended holiday (five consecutive days or more) and second extended holiday (three consecutive days or more): Employees are encouraged to designate two extended holidays for the year using their annual paid leave.
3. Designation of memorial day (one day per year): Fostering a culture where employees set one day a year of their choice to take annual paid leave.
4. Designation of days where employees are encouraged to take annual paid leave (around 2 days/year): The Company designates weekdays, adjacent to national holidays, when employees are encouraged to take annual paid leave.
5. Availability of annual paid leave in half-day increments: Encourages flexible use of annual paid leave.
6. Managerial staff serve as role models in actively taking annual paid leave.

I Status of Annual Paid Leave in Fiscal 2024

Number of days granted	21.8
Number of days taken	19.6
Usage rate	89.7%

Note:

Data from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals.

Review of Operational Efficiency and Unnecessarily High Quality of Work

By promoting vigorous workstyles and work-life management through workstyle reforms, ENEOS Holdings and ENEOS are working to secure and develop talent as well as enable employees to engage in higher-value-added work.

Specifically, our initiatives target work efficiency and the maximization of results through a best mix of on-site work and telework (working from home). To this end, when delegating work to others or when starting one's own work, we encourage employees to mutually clarify deadlines, workloads, and work responsibilities. In addition, we previously required employees using telework to come to the workplace at least one day per week, but we have eliminated this requirement to encourage more autonomous workstyles.

Major Systems for Promoting Work-Life Management

The Group has developed systems to promote work-life management at Group companies.

Major Systems for Work-Life Management at Group Companies

	System	Implemented at
Childbirth/ Childcare	Special time off for spouse's childbirth (paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Childcare leave (until the child reaches the age of 2; first 14 days are paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials (unpaid), ENEOS Power, ENEOS Renewable Energy (unpaid)
	Time off for child rearing (paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Power
	Time off to care for an ill child (paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials (unpaid), ENEOS Power, ENEOS Renewable Energy (unpaid*)
	Time off for expectant mothers to receive health guidance (paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials (unpaid), ENEOS Power, ENEOS Renewable Energy (unpaid)
	Time off for childcare (paid)	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials (unpaid), ENEOS Power
	Home helper subsidies	ENEOS Materials
	Support for babysitter use	ENEOS, ENEOS Materials, ENEOS Power
	Childcare subsidies	ENEOS, ENEOS Materials, ENEOS Power
	Daycare at business sites	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Power
	Counseling services for pregnancy, childbirth and childcare	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power
	Return-to-work grant	ENEOS Materials

	System	Implemented at
Family care	Family care leave (730 days; first 14 days are paid)	ENEOS Holdings, ENEOS, ENEOS Xplora (365 days; first 14 days are paid), ENEOS Power, ENEOS Materials (unpaid), ENEOS Renewable Energy (unpaid*)
	Time off for family care (paid)	ENEOS Holdings (taken in 1-hour increments), ENEOS (taken in 1-hour increments), ENEOS Xplora (taken in 1-hour increments), ENEOS Materials (unpaid), ENEOS Power (taken in 1-hour increments), ENEOS Renewable Energy (unpaid)
	Family care leave benefit/allowance	ENEOS, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Home helper subsidies	ENEOS, ENEOS Materials, ENEOS Power
	Family care subsidies	ENEOS, ENEOS Materials, ENEOS Power
	Telephone family care consultation service	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power
General	Re-hiring system for retirement due to family care	ENEOS Xplora, ENEOS Materials
	Telework (work from home) system	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Flextime system	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Reduced work hours system	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Study abroad (at own expense) leave of absence system	ENEOS, ENEOS Power
	Spouse accompaniment leave of absence (retirement) system	ENEOS, ENEOS Materials, ENEOS Power
	Spouse accompaniment job transfer system	ENEOS Holdings, ENEOS, ENEOS Power
	Job transfer deferment system	ENEOS Holdings, ENEOS, ENEOS Power
	Leave system for supporting continuation of career	ENEOS Xplora
	Reduced work days system (employees re-hired after mandatory retirement)	ENEOS Xplora
	Personal injury or illness leave	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy
	Cumulative annual paid leave	ENEOS Renewable Energy
	Return-to-work system	ENEOS Materials
	Career resumption system	ENEOS Materials

Notes:

Data from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy).

The systems listed above are company systems, which are separate from public systems.

* Accumulated days of annual paid leave can also be used to take leave for family care and childcare (paid leave).

Utilization of Major Systems in Fiscal 2024

Number of employees taking childcare leave	440 (of which 384 are male)
Percentage of male employees taking childcare leave	92.3%
Percentage of employees returning to work after taking childbirth or childcare leave	100%
Retention rate 12 months after returning to work	97.4%
Number of employees taking family care leave	10

Note:

Data covers employees from ENEOS Holdings and principal operating companies (ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy), and JX Advanced Metals.

Telework

ENEOS Holdings and ENEOS have introduced a telework (work from home) system to enable employees to work in a variety of ways that take into account their individual circumstances. We are also promoting telework, and we give employees the option of using both telework and office work as they see fit to maintain and improve individual and organizational productivity. Currently, the percentage of head office staff using telework is around 30%.

Shareholding Association System

The ENEOS Group has established an employee shareholding system to help employees build their wealth. Through the shareholding association, employees of Group companies can acquire shares of ENEOS Holdings.

Quality

Basic Approach

The ENEOS Group believes that the provision of high-quality, safe, and reliable products and services that provide customer satisfaction and the provision of accurate and easy-to-understand information are important elements in gaining the trust of our customers and achieving sustainable growth. Based on this approach, we have stipulated basic principles on quality in our Group Code of Conduct.

Each Group company has established its own quality assurance system and quality policy based on the Group Code of Conduct and the nature of its business. Group companies work to continuously improve quality from a customer-oriented perspective based on these policies.

ENEOS Group Code of Conduct (excerpt)

6. Product and service quality
 - (1) We always conduct our business activities with a spirit of innovation and a willingness to take on challenges.
 - (2) We strive to contribute to the solution of domestic and international social issues and gain customer satisfaction and trust by developing and providing innovative technology and useful products and services.
 - (3) We comply with domestic and international standards for the products and services we provide. We perform quality control and risk management, covering areas such as safety, security, environment and health. We also strive to provide a stable supply of goods and services, even in the event of emergencies.
 - (4) We always provide our customers with appropriate and clear labels and explanations on our products and services, and we respond promptly and sincerely to customer inquiries.
 - (5) In the event of malfunctions in our products or services, we strive to conduct exhaustive investigations and implement measures to prevent recurrence.

Energy Group* Quality Policy

We seek to earn the trust and satisfaction of our customers by adopting a customer-oriented perspective and adhering to the following.

1. Provide products and services that are safe and can be used with peace of mind;
2. Continuously strive to enhance the quality of our products and services; and
3. Provide accurate information that is easy to understand.

* ENEOS and its group Companies

ENEOS Materials Quality Policy

1. Improve customer satisfaction

We will meet customer expectations by continually striving to improve all aspects of our products, including the provision of information related to product safety and environmental impact, quality, cost, and delivery time.

2. Continually enhance the effectiveness of mechanisms and rules

We will continually improve the effectiveness of our quality-related work mechanisms and rules to provide products and services that customers can use with confidence.

3. Conduct company-wide activities

All employees will strive to continually enhance the quality of products and work in their respective duties.

Structure

For information about our structure, see [ESG Management Structure](#).

Group companies conduct activities based on their quality policies and use monitoring to manage risks, including regularly overseeing, assessing, and sharing information about the status of quality-related initiatives.

Many of our business sites in Japan and overseas (see table below) have obtained ISO 9001 certification, a global standard for quality management systems.

Business Sites with ISO 9001 Certification

As of April 2025

ENEOS	Domestic	Head office; Sendai Refinery; Kawasaki Refinery; Negishi Refinery; Sakai Refinery; Mizushima Refinery; Marifu Refinery; Oita Refinery; Yokohama Plant; Wakayama Plant; Sodegaura Terminal; Kashima Refinery, Kashima Oil Co., Ltd.; Chiba Refinery, Osaka International Refining Company, Limited; ENEOS Wakayama Petroleum Refining Co., Ltd.; Sankyo Yuka Kogyo K.K. (head office, refinery); ENEOS NUC Corporation (head office, Kawasaki Plant); EMG Lubricants Godo Kaisha; Anatec Service Co., Ltd
	Overseas	ENEOS USA Inc.; JX Nippon Oil & Energy Vietnam Co., Ltd.; ENEOS (Thailand) Ltd.; ENEOS (Guangzhou) Lubricants Corporation; PT. JX Nippon Oil & Energy Lubricants Indonesia
ENEOS Xplora	Nakajo Field Office	
ENEOS Materials	Domestic	Yokkaichi Plant, Chiba Plant, Kashima Plant ENEOS Techno Materials Corporation; ENEOS LC COMPANY, LIMITED; SAN-PETROCHEMICALS CO., LTD.; Japan Butyl Co., Ltd.; Kraton ENEOS Elastomers K.K.; ELASTOMIX CO., LTD.
	Overseas	Nippon Chemical Texas Inc.; BST ENEOS Elastomer Co., Ltd.; ENEOS Materials Synthetic Rubber Hungary Ltd.; ELASTOMIX (THAILAND) CO., LTD.; ELASTOMIX (FOSHAN) CO., LTD; PT.ELASTOMIX INDONESIA; ELASTOMIX MEXICO S.A. de C.V.; Tianjin Kuo Cheng Rubber Industry Co., Ltd.
NIPPO	Head office, Hokkaido Branch, Tohoku Branch, Kanto 1st Branch, Kanto 2nd Branch, Hokushinetsu Branch, Chubu Branch, Kansai Branch, Shikoku Branch, Chugoku Branch, Kyushu Branch, Kanto Construction Branch	

Major Initiatives

Initiatives at Manufacturing Sites

Thorough preventive measures are carried out at the Group's refineries and plants to eliminate quality-related issues and prevent recurrence.

Standardization of Quality Management and Assurance Procedures

ENEOS has established quality assurance procedures for quality assurance systems and operations covering all of our products and services. In addition, all ENEOS refineries and plants have obtained ISO 9001 certification.

Furthermore, we have developed a proprietary Quality Management System that is specifically focused on requirements for managing the quality of petroleum and petrochemical products, based on ISO 9001. We have implemented this system at all of our refineries and plants, and are carrying out activities to expand it throughout the supply chain.

One of the features of this system is the performance of quality management risk assessments and risk reduction measures to prevent quality-related issues from occurring. Employees learn quality management risk analysis methods, enabling them to identify risks and take appropriate measures to address them, thus contributing to the achievement of proactive, highly effective quality management.

For product quality design and the establishment of manufacturing standards, in addition to fulfilling legal requirements, standard specifications such as those prescribed by JIS, and the contractual requirements of customers, we have developed an extensive database of our abundant experience and knowledge, thus giving due consideration to the prevention of issues in the use of our products by customers and providing reliable, high-quality products.

ENEOS Materials plants have obtained ISO 9001 certification and put into place their own quality management systems. We strive to ensure product safety and improve quality by formulating plans, conducting internal audits, holding management reviews, and providing training on product safety and quality.

Information Sharing About Quality Complaints and Issues

Information about quality complaints and issues that have occurred at ENEOS refineries and plants is shared via databases with other refineries and plants, and company-wide measures to prevent recurrence are discussed and implemented, thus contributing to the future prevention of quality-related issues.

Inspection of Quality Management Systems

ENeos carries out inspections of the quality management systems of its refineries and plants based on the Quality Management System. These inspection activities include internal audits conducted by each plant or refinery. Inspections identify the strengths and weaknesses of each location, and the results are shared throughout the company, enabling us to strengthen the quality management systems at each site and make further improvements to the Quality Management System.

In the inspection activities conducted in fiscal 2024, we found no irregularities in product safety and quality, including irregularities in terms of information and labeling. We will continue to strengthen our quality assurance systems by utilizing and improving upon the Quality Management System.

Quality Audits

At ENEOS refineries and plants, regular audits are conducted by independent departments that supervise and manage quality assurance to verify the operation of the quality management system.

Quality Control Education

At ENEOS refineries and plants, we systematically provide training to ensure and continuously improve the quality of our products and services, including training on the quality management system and quality risk assessment to prevent quality problems, as well as quality training during Customer Satisfaction and Quality Month.

Initiatives at Distribution Sites

At ENEOS, as part of our quality management efforts at distribution sites, we work with freight companies to ensure that all procedures, from product loading to unloading, are carried out safely and without error.

We are working to prevent accidents through facilities improvements, by continuing with installation of equipment to prevent the mixing of products on tank trucks that transport gasoline, kerosene and diesel, as well as through operational initiatives, such as having both customers and truck drivers present during unloading.

When transporting packaged lubricant products by truck, we work to prevent transport-related issues by having both customers and truck drivers check the destination, product name, packing condition, quantity and appearance during unloading, and also encourage the practice of pointing and calling.

Initiatives at Service Stations

At ENEOS, we work with operators to improve product quality management and customer satisfaction at our service stations.

Product quality management initiatives, including regular inspections of weighing devices, underground tanks and other facilities, are implemented at our service stations. We have also developed a quality management manual to ensure proper day-to-day management to prevent mixing of water and oil products and to improve knowledge and skills in order to ensure quick and appropriate response to product quality issues should they occur.

Initiatives at the Customer Service Center

ENEOS receives valuable feedback from our customers through the ENEOS Customer Service Center. The Center accepts inquiries and complaints about ENEOS by telephone and email, and responses are coordinated with the relevant departments. The Center responds to inquiries with clear, courteous explanations and addresses complaints promptly and in good faith.

The Center shares inquiries and complaints received from customers with the relevant departments via a dedicated IT system to facilitate responses. This dedicated IT system enables the Center to understand the status of responses at any time. If a response is delayed, the system automatically prompts the relevant department to implement a response immediately.

Customer feedback received through the Center is tabulated and analyzed and a report is issued, which is shared with officers and the relevant departments, helping to prevent the recurrence of complaints. In fiscal 2024, we received a total of 23,173 inquiries from customers.

In addition, we have introduced a chatbot service on our website that uses artificial intelligence (AI) to respond to customer inquiries, thereby providing support 24 hours a day, 365 days a year, including outside the business hours of the ENEOS Customer Service Center. To ensure that we provide information that meets customer expectations, we regularly update the responses based on the inquiries received.

Advertising Activities

The Company and ENEOS comply with laws and regulations in carrying out advertising activities. In addition, for our communication activities using social media, we have established the [Social Media Policy](#) and the [Social Media Official Accounts Guidelines](#) to ensure appropriate use so as not to infringe on the rights of others, in an effort to achieve better communication with our customers.

In fiscal 2024, there were no cases of violations of advertising regulations or voluntary standards in our corporate advertising activities.

Supply Chain Management

Basic Approach

At the ENEOS Group, we work to fulfill our social responsibilities across the entire supply chain by cooperating with suppliers of raw materials, logistics companies, construction companies, sales companies and others involved in our business activities, while carrying out initiatives for compliance, environmental conservation, human rights and labor, and health and safety.

In accordance with this approach, we have established basic principles on procurement in the Group Code of Conduct and the Group Procurement Policy, based on which we are implementing a number of initiatives. Based on the Group Code of Conduct and the Group Procurement Policy, Group companies carry out their procurement activities in accordance with their business characteristics.

Excerpt from the Introduction of the ENEOS Group Code of Conduct

3. Applicable scope of the Code of Conduct

In principle, this Code of Conduct is applicable to all directors, officers and employees who work at ENEOS Holdings, Inc., and its subsidiaries. We also encourage companies that are part of our value chain to comply with this Code of Conduct. These companies include, but are not limited to, suppliers of raw materials, logistics companies, construction companies, and sales companies.

ENEOS Group Procurement Policy

All executives and employees of the ENEOS Group shall comply with this policy when they engage in procuring the goods and services necessary for business operations.

We also request that our suppliers understand this policy and guidelines and cooperate with us in following them.

1. Social Responsibility

The ENEOS Group will conduct procurement activities based on the ENEOS Group Code of Conduct, Human Rights Policy, and other policies in each sector.

2. Selection of Business Partners

When selecting suppliers, the ENEOS Group will make fair and impartial judgments based on respect for human rights principles in Japan and overseas, and consideration for the environment, quality, and delivery times.

3. Mutual Trust

The ENEOS Group emphasizes doing business with suppliers on an equal footing and aims to build mutually trusting relationships.

4. Information Management

The ENEOS Group shall appropriately manage information obtained through its procurement activities.

Procurement Guidelines for Business Partners of Principal Operating Companies

› [ENEOS](#)

› [ENEOS Materials](#) (Available in Japanese only)

› [ENEOS Power](#) (Available in Japanese only)

› [ENEOS Renewable Energy](#) (Available in Japanese only)

Structure

For information about our structure, see [ESG Management Structure](#).

Major Initiatives

CSR Procurement

The Group implements CSR procurement in cooperation with its suppliers. At principal operating companies, we request that suppliers implement initiatives related to compliance, environmental conservation, human rights and labor, and health and safety in contracts and other agreements that form the basis of purchasing transactions.

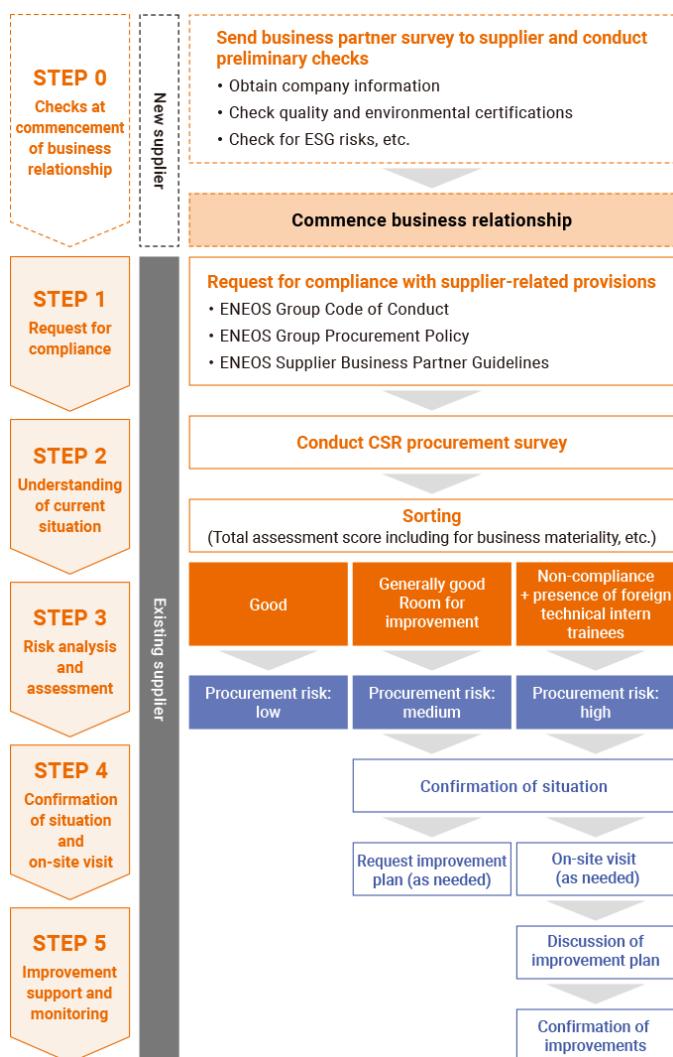
Based on the results of human rights due diligence and the Corporate Human Rights Benchmark (CHRB) assessment, we are working on “consideration of human rights factors in supplier selection.” For details, see [Human Rights Due Diligence](#).

Additionally, to ensure responsible procurement, employees in charge of procurement receive training to raise their awareness of the ENEOS Group Philosophy, the ENEOS Group Code of Conduct, the ENEOS Group Procurement Policy, and applicable laws and regulations.

Specific Actions to Support Living Wages for Suppliers

The procurement guidelines contain provisions for setting wages that at least meet minimum wage standards and payment of premium wages (overtime and holidays). All Group companies are required to comply with these guidelines.

CSR Procurement Workflow at ENEOS



Checks at Commencement of Business Relationships with New Suppliers

When selecting a new supplier, ENEOS first confirms that the supplier has no relationship with anti-social forces. In addition to confirming the supplier's financial position and performance, we conduct a comprehensive risk assessment by asking the supplier to complete our business partner survey, which includes items related to quality and environmental certifications, as well as ESG risks.

CSR Procurement Survey of Suppliers

ENEOS conducts CSR procurement surveys of its main suppliers to identify potential risks in the supply chain.

Through this survey, we assess risks related to compliance, the environment, human rights and labor, and health and safety. For suppliers whose responses indicate the presence of risks, we conduct detailed checks.

In fiscal 2024, we revised the CSR procurement survey based on past survey results and the societal situation. In the human rights and labor category, we added questions regarding foreign technical intern training systems, and in the environment category, we expanded questions related to carbon footprint. By diving deeper into specific themes, we aim to better identify high-risk suppliers.

Additionally, we held advance briefing sessions for the suppliers to be surveyed, which were attended by about 80 companies. By explaining the importance of CSR procurement as well as the purpose and content of the CSR procurement survey, we achieved a response rate of over 90%.

CSR Procurement Survey Process

1. Selection of main suppliers

Considering the continuity and impact of transactions, we select main suppliers based on criteria such as the importance of the business partner in terms of transaction amount, substitutability and sector, as well as past CSR procurement survey results, incident history, and ESG risks. In fiscal 2024, only domestic suppliers were subject to the survey.

2. Implementation of CSR procurement survey

ENEOS holds briefings on the importance of CSR procurement and its ESG initiatives with the selected suppliers, and then asks them to respond to the CSR procurement survey. Referencing the RBA¹ VAP² audit standards, the survey consists of 73 questions covering eight categories: compliance and fair and equitable transactions, provision of products and services, information management, supply chain, environment, human rights and labor, health and safety, and dialogue and cooperation with local communities (see the table below). Items are evaluated after being classified into two categories: items related to the internal management structure, such as the clear documentation of policies on compliance and human rights protection, the enforcement of compliance, and the identification of those responsible for reducing environmental impact, and items related to the status of activities, mainly those that can be quantified, such as the volumes of contaminated materials discharged and the number of occupational injuries.

1 Responsible Business Alliance. An industry coalition for ensuring responsible conduct in global supply chains within the electronics industry established in 2004. The RBA established the RBA Code of Conduct to ensure that working environments are safe, that workers are treated with respect and dignity, and that companies are environmentally conscious and responsible in their business activities. RBA member companies are required to abide by the RBA Code of Conduct. As of June 2025, the RBA has more than 250 member companies.

2 The Validated Assessment Program (VAP) is an audit program in which a third-party auditor confirms compliance with the RBA Code of Conduct. VAP audits are conducted to ascertain whether compliance requirements are met in accordance with the VAP standards, which consist of labor, health and safety, environmental, ethics, and supply chain management.

3. Tabulation of survey responses and risk assessment

Survey responses are tabulated and scores are calculated for each question, enabling us to assess the management structure and status of activities of the supplier.

4. Improvement support and monitoring

We ask suppliers for which risks have been identified to submit improvement plans and we monitor the progress of their improvements.

CSR Procurement Survey Composition (Total of 73 Questions)

Category	Item	Survey items		
Compliance and fair and equitable transactions	1) Thorough compliance 2) Fair and equitable transactions 3) Early detection and prevention of legal violations 4) Protection of intellectual property rights	12 questions	(1) Management structure	10
			(2) Status of activities	2
Provision of products and services	Appropriate provision of products and services	5 questions	(1) Management structure	3
			(2) Status of activities	2
Information management	Appropriate information management and information disclosure	4 questions	(1) Management structure	1
			(2) Status of activities	3
Supply chain	Supply chain management and supervision	1 question	(1) Management structure	1
			(2) Status of activities	-

Category	Item	Survey items		
Environment	1) Reduction of environmental impacts 2) Reduction of GHG emissions and energy consumption 3) Prevention of pollution, management of chemical substances, and reduction of waste	19 questions	(1) Management structure	6
			(2) Status of activities	13
Human rights and labor	1) Respect for human rights and protection of worker rights 2) Discrimination/harassment in hiring or at work 3) Forced labor, foreign technical intern trainees, and child labor 4) Wages 5) Working hours and leave	23 questions	(1) Management structure	5
			(2) Status of activities	18
Health and safety	Ensuring safety and health enhancement	8 questions	(1) Management structure	3
			(2) Status of activities	5
Dialogue and cooperation with local communities	Dialogue and cooperation with local communities	1 question	(1) Management structure	-
			(2) Status of activities	1

Risk Analysis and Assessment

Supplier responses to the CSR procurement survey are analyzed and assessed according to four levels of criteria.

The following table contains a summary of assessment criteria and ENEOS's response to the assessment findings.

Suppliers who received the lowest assessment of "non-compliant" or those considered to pose potential risks are identified and subject to follow-up. From fiscal 2022, suppliers who responded that they accept foreign technical intern trainees are also subject to follow-up.

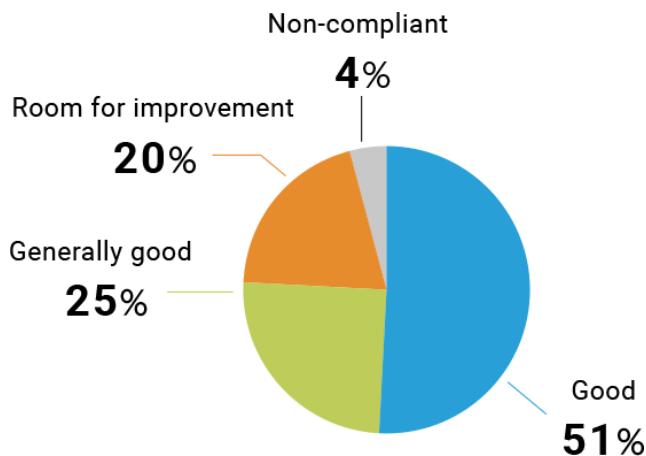
Risk Assessment Classification and Response

Assessment	ENeos's response
Good	Overall, sufficient measures are being implemented.
Generally good	Measures are being implemented for a relatively large number of items; risk is low.
Room for improvement	Measures are not being implemented for some items; risk is moderate.
Non-compliant	Items such as receiving adverse dispositions from government bodies, failing to confirm the facts and implement measures to prevent recurrence of violations, and the occurrence of serious occupational injuries are identified; risk is extremely high.

CSR Procurement Survey Results

Since fiscal 2018, the Group has selected a total of 1,748 suppliers to complete the CSR procurement survey, with responses received from 1,651. We provide feedback to suppliers based on their survey responses and request improvements or corrective actions where necessary. Approximately 80% of suppliers who completed the survey were assessed as "good" or "generally good," indicating that there are no issues regarding the human rights risks that we closely monitor within our supply chain (child labor and forced labor).

CSR Procurement Survey Results (total of 1,651 suppliers)



Improvement Support and Monitoring

At ENEOS, we have been conducting on-site supplier surveys since fiscal 2023 with the aim of reducing supplier risks and expanding communication opportunities. Based on the results of CSR procurement surveys, we visit suppliers who have been assessed as "non-compliant" or those considered to pose potential risks and conduct on-site inspections, document reviews, interviews, and other activities to investigate their management systems and initiatives related to CSR procurement. The items for confirmation were developed with reference to the RBA VAP audit standards.

As a result of on-site supplier surveys, we have classified items that need to be improved into "critical non-compliance" and "other non-compliance" and requested corrective measures from suppliers (see the table below). For suppliers with an assessment of "critical non-compliance," we discuss the direction of corrective action, which leads to support for improvement.

In fiscal 2023, we visited three companies and ascertained that there were no issues. We plan to continue conducting these on-site supplier surveys, not only to confirm the status of responses, but also as opportunities to communicate directly with suppliers.

Classification of Non-Compliance and Deadlines for Corrective Action

Classification of non-compliance	Deadline for submission of corrective action	Approval of corrective action	Completion of corrective action	Applicable items (examples)
Critical non-compliance	Within 1 week of discovery	Within 10 days of discovery	Within 90 days	Violations of human and labor rights (forced labor, child labor, discrimination, etc.), inhumane treatment, serious occupational injuries, environmental damage that has a significant impact on communities, etc.
Other non-compliance	Within 3 weeks of receipt of the survey report	Within 6 weeks of receipt of the survey report	Within 180 days of receipt of the survey report	Other insufficient initiatives in light of the Group's Code of Conduct and procurement guidelines.

Initiatives for Foreign Technical Intern Trainees

Since fiscal 2024, we have expanded the questions in the CSR procurement survey for suppliers employing foreign technical intern trainees to confirm that there are no issues with the legal compliance and employment conditions of the supervising organization or the host company.

Training and Awareness Activities

Supplier Briefings

ENEOS holds supplier briefings for suppliers subject to the CSR procurement survey to promote understanding of the purpose and content of the survey and to raise awareness and understanding of CSR procurement based on ESG risks.

In fiscal 2024, approximately 80 companies participated. In the first part of the briefing, we shared examples of corporate incidents related to human rights and the environment (social issues) to help participants understand the importance of CSR procurement. We also conveyed our intent to promote ESG management, which the Group aims for, together with our suppliers. In the latter part, we explained the purpose and content of the CSR procurement survey.

In addition, with regard to human rights, which has become an increasingly important social issue, we explained the ENEOS Group Human Rights Policy, which is the Group's basic approach to human rights, and our human rights initiatives, and requested suppliers' understanding of and compliance with the policy.

Providing Tools to Suppliers to Support ESG Initiatives

The Group has been providing tools to suppliers to support their ESG initiatives since fiscal 2025, aimed at promoting suppliers' voluntary action regarding ESG.

Based on the results of the CSR procurement survey conducted in fiscal 2024 and societal demands in procurement, we selected four themes: CSR procurement, human rights, CO2 emissions calculation, and circular economy.

For information on these support tools, please refer to the following link.

Learning materials

- Intro to CSR procurement (video)
- Human rights initiatives
- CO2 emissions calculation
- Circular economy initiatives for contributing to the development of a recycling-oriented society

› [Learning materials: Intro to CSR procurement](#)  (Available in Japanese only)

Training for Employees Involved in Procurement

In order to promote responsible procurement throughout our supply chains, we believe it is important for the Group's employees to understand CSR procurement.

In fiscal 2024, ENEOS held a study session for procurement personnel in preparation for on-site supplier surveys to be conducted in the following fiscal year. The participants learned about the content of the CSR procurement survey and the on-site supplier surveys.

Membership in Sedex and EcoVadis

In fiscal 2019, ENEOS became a member of both Sedex and EcoVadis, ratings providers for supply chain sustainability.

Confronting the Issue of Conflict Minerals

The Group conducts procurement activities based on the Group Code of Conduct, which stipulates that we will not engage in transactions that lead to the prolongation of conflicts, human rights abuses, or inhumane acts.

Regarding the handling of conflict minerals¹, in the third round of human rights due diligence, conducted in fiscal 2023, we confirmed that there is no handling of conflict minerals (tin, tantalum, tungsten, gold) within the business areas of the principal operating companies².

- 1 "Conflict minerals" is the general term for minerals that are mined (illegally, in most cases) in conflict-affected regions, providing a source of funds for local armed groups. The use of these minerals may lead to increasing human rights abuses and inhumane acts.
- 2 Oil and gas business (including the upstream areas of ENEOS Xplora), lubricants and renewable energy businesses (ENEOS Renewable Energy), and high performance materials business (ENEOS Materials)

Initiatives with Distribution Companies

ENEOS shares its environmental and safety policies and targets for each fiscal year with the contract transport providers responsible for transporting its products in an effort to increase awareness of the environment and safety.

We work with vehicle manufacturers to hold the Ecodrive & Safety Workshop for drivers about 10 times a year, and also encourage transport companies to participate in the Ecodrive Activity Concours, hosted by an external organization, thereby promoting eco-driving. We hold meetings of safety managers with transport companies in each region, where we share best practices from each company and actively carry out activities to raise safety awareness.

ENEOS Materials outsources all of its logistics operations to logistics companies. It holds quarterly conferences with its logistics contractors to share logistics issues related to quality, safety, and the environment, and strengthen cooperation by managing the progress of improvement activities. To foster and instill safety awareness in each and every worker, ENEOS Materials works in collaboration with its logistics contractors to ensure that work risks are identified and education and training are carried out appropriately.

Through our initiatives to achieve sustainable logistics and distribution, we seek to increase the productivity of the entire supply chain, thus contributing to the fulfillment of our responsibility to provide a stable supply of energy and materials.

Support for the White Logistics Movement

ENEOS has supported the White Logistics movement since 2019 and ENEOS Materials has supported the movement since 2023. This movement seeks to improve the productivity of truck transport, increase the efficiency of logistics and distribution, and ensure comfortable work environments for women and seniors. Both companies have submitted voluntary action declarations under this movement.

In addition, based on the revision of various laws and regulations aimed at reforming workstyles and improving logistics efficiency, we are responding to the associated "2024 logistics issues."

In March 2018, ENEOS revised transport fees to improve the treatment of drivers and started early efforts to shorten working hours by increasing the number of vehicles and personnel. Furthermore, by revising its transport fees in April 2025, following on from the previous year, ENEOS is responding flexibly to the recent upward trend in wages.

ENEOS's Voluntary Action Declaration and Initiatives

1. Proposals and cooperation for improving logistics and distribution
2. Separation of trunk route transport and collection/delivery transport
3. Encouraging use of expressways
4. Deliveries that avoid peak rush hour
5. Continuation of fuel surcharges
6. Suspending or stopping transport operations during extreme weather

Social Contribution

Basic Approach

The ENEOS Group believes that promoting dialogue, cooperation and collaboration in the areas where we conduct our business operations to build robust relationships of trust with local communities is an important element in the continuation of our business activities and the realization of sustainable development.

Based on this belief, we have established basic principles on social contribution in the Group Code of Conduct. We are also contributing to the economic and social development of the communities in which we operate, both in Japan and overseas, by utilizing local companies, employing local staff and carrying out a variety of other activities.

ENEOS Group Code of Conduct (excerpt)

13. Contribution to the development of civil society

- (1) We respect the environment, culture and customs in all of our business locations, and communicate, cooperate and collaborate with local communities, local governments, and civic groups, among others.
- (2) We contribute to the development of civil society through social contribution activities.

Structure

For information about our structure, see [ESG Management Structure](#).

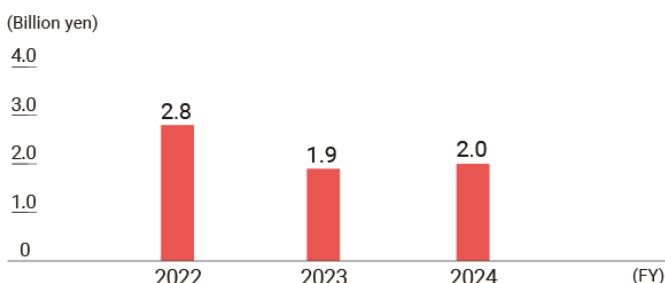
Results of Activities

Expenditures for Social Contribution Activities

In fiscal 2024, the total expenditure by the Group for the implementation of social contribution activities in Japan and overseas, plus donations of money and goods, was approximately 2.0 billion yen.

While actively engaging in dialogue with local communities, we will continue to implement social contribution initiatives, which include activities involving the entire Group and activities unique to each Group company.

Expenditures for Social Contribution Activities



Note:

Figures indicate the sum of expenditures for social contribution activities and donations of money.

Major Initiatives

Environmental Initiatives

Environmental Conservation Activity: Midoriumu Action produced by ENEOS

Since February 2024, we have been promoting Midoriumu Action, which aims to realize a sustainable society by making environmental conservation activities a part of our everyday lives.

To foster awareness of environmental contributions, in the real domain we have created a venue for environmental conservation activities centered on tree planting, and in the digital domain, we operate a community website* where people interested in the environment can interact with each other and participate in online events to learn about the environment.

In fiscal 2024, we held a total of five events, including a nature observation session using microscopes, providing participants, primarily families with children, with an opportunity to learn more about nature.



A Midoriumu Action event

* [Community website](#) (Available in Japanese only)



Community website app



iPhone



Android



App/Icon

Forest Stewardship Activities for ENEOS-no-Mori and Other Initiatives

The Group is involved in various forest stewardship activities at each of its Group companies.

ENEOs carries out tree thinning, removal of undergrowth, and other forest stewardship activities at six ENEOS-no-Mori locations (total area: 24.88 hectares) across Japan in partnership with local governments, the National Land Afforestation Promotion Organization and others. A total of 755 employees and their families participated in fiscal 2024.

Since 1998, ENEOS Xplora has worked to preserve the pine forest (coastal shelter forest) located on and around the site of its Nakajo Field Office in Niigata Prefecture. In 2011, we launched JX Nakajo Forest (currently, ENEOS Xplora Nakajo Forest) in collaboration with local governments. Since then, we have continued to carry out volunteer planting activities. In fiscal 2024, the 14th year of the project, a total of 71 people, including directors, employees and their families, along with local residents, took part in the activities.



ENEOs-no-Mori forest stewardship activity

Promoting Afforestation through the ENEOS Credit Card

Since ENEOS credit cards were first issued in October 2001, ENEOS has donated part of the spending on these cards at ENEOS service stations to the National Land Afforestation Promotion Organization. These funds are being used to help support a host of environmental programs run by the organization, including human resources development for afforestation, afforestation work, the revitalization of tropical forests and the prevention of desertification.

In fiscal 2024, approximately 51 million yen were donated, bringing total donations through this initiative to about 800 million yen.



ENEOS credit card

Sports Initiatives

Baseball Classes and Basketball Clinics

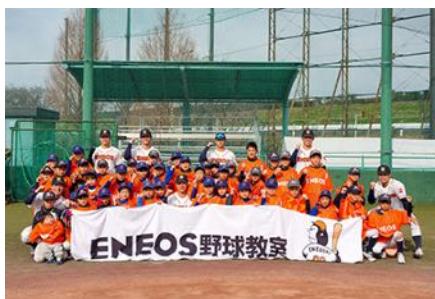
The Group runs baseball classes and basketball clinics throughout Japan. The sessions target elementary, junior high school, and high school students, and are coached by active players as well as retired players from the ENEOS baseball team and the ENEOS Sunflowers women's basketball team.

Baseball Classes

Following our baseball classes in fiscal 2023, in fiscal 2024, we held a total of 10 on-site baseball classes for elementary, junior high, and high school students, with 532 participants. Baseball team managers, coaches, and current players served as instructors, not only coaching the students on techniques but also conveying their passion for the game.

Basketball Clinics

In fiscal 2024, we held a total of 72 clinics nationwide for elementary school students to high school students, with a total of 2,484 participants. Previous and current players served as instructors at the clinics, which attracted many students with no basketball experience, and not only provided technical instruction but also conveyed the appeal and fun of basketball.



Baseball class (fiscal 2024)



Basketball clinic (fiscal 2024)

Sponsorship Agreements with the Japanese Olympic Committee

ENEOS signed a sponsorship agreement with the Japanese Olympic Committee with the aim of creating a healthy society (realizing well-being through sports). We provided support to 19 sports organizations in order to achieve the goals of creating sports opportunities for all people, creating a physically and mentally healthy society through the development of the next generation, and creating an environment where people can engage in sports safely and with peace of mind (contract period: June 2022 to December 31, 2024).

Support for Disabled Sports

Sponsorship Agreements with the Japanese Para Sports Association and the Japanese Paralympic Committee

ENEOS has promoted the spread of parasports and supported the activities of para-athletes around the world through sponsorship agreements with the Japanese Para Sports Association and the Japanese Paralympic Committee, as well as the organizations and athletes listed in the table below, that were concluded in connection with these sponsorship agreements.

In fiscal 2025, ENEOS Holdings entered into sponsorship agreements with parasports organizations and parasports athletes. We will continue to contribute to the promotion of sports and diversity through our support for parasports.

Partnership/Sponsorship Agreements with Parasports Organizations and Parasports Athletes

Organization/Athlete	Agreement program
Japan Para Athletics	Official partner
Japan Wheelchair Tennis Association	Official partner
Otani Momoko (wheelchair tennis)	Individual sponsor
Chokai Renshi (wheelchair basketball)	Individual sponsor
KANAGAWA VANGUARDS (wheelchair basketball team of which Chokai Renshi is a member)	Official partner

(Contract period: March 2023 to March 2025)

Sponsorship for the Japan Dream Baseball League

ENEOS has had an amateur baseball team for many years. With the aim of contributing to the promotion of sports and the development of the next generation through baseball, we have sponsored the Japan Dream Baseball League since 2007.

One of the league's tournaments, the National Dream Baseball Tournament, held since 1993, is the largest baseball tournament for people with disabilities in Japan. In fiscal 2024, 16 teams selected from among the 39 member teams based on their regional qualifying results competed for the national championship.

Elementary school and junior high school students on youth baseball teams attended the games as supporters from ENEOS to cheer for the players.



A group of supporters cheering for the players

Sponsorship for the Japan Wheelchair Basketball Federation

ENEOS has had a women's basketball team for many years. With the aim of promoting sports through basketball and fostering the next generation, we have sponsored the Japan Wheelchair Basketball Federation since 2006. We will continue to support the operation of various tournaments and activities that aim to raise awareness and promote the growth of wheelchair basketball and strengthen the development of the next generation of players.

Cultural Initiatives

Scholarship Support for Children Living in Child Welfare Facilities

The ENEOS Group provides financial assistance so that children living in child welfare facilities can enroll in university or other institutions of higher education through the ENEOS Scholarship Program, established by the Japan National Council of Social Welfare (JNCSW). In fiscal 2024, support was provided to 682 children, bringing the total number of recipients since the scholarship program was established in fiscal 2003 to 10,016.

Support for the ENEOS TonenGeneral Research/Development Encouragement & Scholarship Foundation

Through the ENEOS TonenGeneral Research/Development Encouragement & Scholarship Foundation, ENEOS presents scholarships to undergraduate and graduate students studying science and technology and provides research grants to young researchers in order to contribute to the development of industry and industrial technologies.

Support for the Tonen International Scholarship Foundation

Through the Tonen International Scholarship Foundation, ENEOS provides scholarships for international students studying at Japanese graduate schools as a way to promote friendship between Japan and other countries and contribute to greater society.

ENEOS Xplora International Student Scholarship

Since launching the ENEOS Xplora International Student Scholarship for international students studying in Japan in fiscal 2015, ENEOS Xplora has continued to assist international students from Papua New Guinea and Indonesia, which are involved in the company's crude oil and LNG production business.

Initiatives Overseas

Initiatives in Vietnam

The Group continues to support the development of youth in Vietnam, one of the countries where we have operations, through a variety of social contribution activities.

Support for Construction of School Buildings

To date, ENEOS Xplora has provided donations in Vietnam for the construction of schools and supported vocational training facilities to enable young people with disabilities resulting from the effects of defoliants to participate in society. The company also continues to provide these schools with teaching materials, equipment and supplies.

Support for Construction of School Buildings

2002	Muong Phang Elementary School in Dien Bien Province
2005	Vocational training facility in Quang Tri Province
2007	Thanh Tuyen Junior High School in Ha Nam Province
2008	Binh An Junior High School in Ha Tinh Province
2009	Trieu Dai Elementary School in Quang Tri Province
2011	Vocational training facility in Ha Tinh Province
2012	Nguyen Binh Khiem High School in Hai Phong City
2013	Nguyen Truong To Elementary School in Ba Ria Vung Tau Province
2014	Trieu Dai Elementary School in Quang Tri Province (additional classrooms)
2015	Xuat Tac Kindergarten in Thai Nguyen Province
2016	Hoa Mai Kindergarten in Ba Ria Vung Tau Province
2017	Nguyen Ba Ngoc Elementary School in Dak Nong Province
2018	Trieu Trung Junior High School in Quang Tri Province
2023	Vocational training facility in Quang Tri Province (repairs)
2024	Tu Quan Elementary School in Tuyen Quang Province

Educational Support

Since 2006, ENEOS Xplora has provided scholarships to students in need through the Ho Chi Minh Association for Education Promotion, a public institution working to improve education in Vietnam. In fiscal 2024, scholarships were awarded to 32 students.

We have also made a donation of 100,000 US dollars to PetroVietnam University, established in 2011 by PetroVietnam, the national oil company of Vietnam, as a petroleum university whose goal is to develop human resources to lead the petroleum industry. Since then, we have continued to provide scholarships and funding for operations, hosted interns from the university, and provided guidance for the preparation of graduation theses.



Graduation and new school term commencement ceremony at PetroVietnam University (fiscal 2024)

Initiatives in Malaysia

As a project operator in Malaysia, ENEOS Xplora implements a variety of social contribution activities, and also provides support for local cultural and sporting events.

In fiscal 2024, the company provided sponsorship and other support for a tree-planting program at a nature reserve in Miri, Sarawak, and the annual Sarawak Regatta held in Sarawak.



Sarawak Regatta

Initiatives in Local Communities

Volunteering for Sports Classes

The ENEOS Sakai Refinery and Mizushima Refinery hold sports classes for local children as a contribution to the development of the next generation. The instructors are volunteers representing the refineries' sports teams (non-work activities), in which employees participate.

In fiscal 2024, the Sakai Refinery tennis team invited elementary school students with no tennis experience to the refinery's tennis courts, where it held the Phoenix Kids Tennis Class. The Mizushima Refinery soccer club conducted a soccer outreach school as part of physical education classes at nearby elementary schools.

These activities are a valuable opportunity for children to experience the joy of sports. For the employees who act as instructors, the children's smiles and determination are inspiring, and they also feel a sense of enjoyment and fulfillment in being able to give back to the community.



Phoenix Kids Tennis Class



Soccer outreach school

Performances by Recipient of the ENEOS Children's Culture Award

ENeos presents outreach performances featuring performers from the Kazenoko Theatre Company, recipient of the 11th ENEOS Children's Culture Award in 1976, to provide children living in the communities where we operate with opportunities to nurture a rich sensitivity and imagination. In fiscal 2024, we held a total of seven performances at five locations (Kawasaki, Sakai, Wakayama, Mizushima, and Marifu), bringing inspiration and excitement to many children.



Outreach performance by Kazenoko Theatre Company

Donating Notebooks with Educational Content to Elementary Schools

ENeos Renewable Energy's dedicated department for promoting regional co-creation is working with local residents to implement a variety of initiatives. These include programs that contribute to regional revitalization and educational support for the next generation, including the establishment of scholarship funds.

As part of our educational support for the next generation, we provide notebooks with educational content free of charge. Three types of notebooks are available for first, third, and fifth graders. Each year, we update the pages to include information on environmental conservation and renewable energy, and distribute them to elementary schools in each of our business locations.

The notebooks produced for fifth graders in fiscal 2024 included an introduction to Shika Town in Ishikawa Prefecture, as well as a campaign to send messages of support to the elementary schools affected by the Noto Peninsula Earthquake in January 2024. Over 1,000 messages of support were received from all over the country. In turn, the local community, including children and teachers of Shika Town, expressed its gratitude.



Notebook presentation ceremony in Shika Town



Page in the notebook introducing Shika Town

Dialogue with Local Communities

The Group has established venues for regularly interacting with local communities (local governments, schools, local community members, etc.), in order to continue activities rooted in the community. This includes hosting tours of refineries and plants, dialogue sessions and networking sessions. Employees also take part in local community events.

In dialogue sessions with local communities, we explain the Group's environmental and safety initiatives, and through regular dialogue, we strive to deepen mutual understanding. In addition, we disseminate necessary information in a timely manner through community newsletters and other means in an effort to ensure mutual understanding and build relationships of trust with local communities.

Joint Disaster Drills with Local Governments

At ENeos oil refineries and depots, disaster drills are conducted in collaboration with local governments, fire departments and other relevant groups, using scenarios of a major disaster or an accident at a refinery.

In addition to carrying out practical drills to strengthen systems for cooperation in the event of a disaster, the company works to ensure that local residents can live their lives with peace of mind.

Introduction of Volunteer Activity Leave System

ENEOS has established a special leave system that allows employees to take up to three days off during the year to participate in company-approved volunteer activities (system introduced in April 2019).

In fiscal 2024, a total of 26 employees took the leave for a total of 36 days off.

Support for Disaster-Affected Areas

The Group supports communities and persons affected by major disasters.

Governance

The ENEOS Group works to strengthen corporate governance and promote compliance in order to increase our corporate value through highly transparent management and fair business practices.

Corporate Governance Framework



Compliance



Corporate Governance Framework

Basic Approach

ENEOS Holdings has established the ENEOS Group Philosophy as the foundation for the Group's business activities, and works to realize the philosophy through the establishment and appropriate execution of corporate governance to achieve sustainable growth and enhance the corporate value of the Group over the medium to long term.

Corporate governance of the ENEOS Group is structured and executed as follows.

Basic Policy on Corporate Governance

To achieve sustainable growth and increase the corporate value of the Group over the medium to long term, the Company established the Basic Policy on Corporate Governance of ENEOS Group with the objective of establishing and operating a corporate governance framework for the conduct of transparent, fair, timely, and decisive decision-making in the Group's management.

The policy describes systematically and comprehensively the Group's basic approach to corporate governance as well as its establishment and operation, taking into consideration the Corporate Governance Code established by the Tokyo Stock Exchange.

The policy, published on the Company's website, is our commitment to all stakeholders, including shareholders of ENEOS Holdings, Group customers, business partners, employees, and local communities.

- > [Basic Policy on Corporate Governance of ENEOS Group \(PDF : 252KB\)](#) 
- > [\(Exhibit 1\) ENEOS Group Code of Conduct](#) 
- > [\(Exhibit 2\) Medium-Term Management Plan](#) 
- > [\(Exhibit 3\) Basic Policy on Internal Control System \(PDF : 3.58MB\)](#) 
- > [\(Exhibit 4\) Standards for Consideration of Independence of Independent Directors \(PDF : 92KB\)](#) 
- > [\(Exhibit 5\) Disclosure Policy](#) 
- > [\(Exhibit 6\) Shareholder Return Policy and Capital Policy \(PDF : 143KB\)](#) 
- > [Corporate Governance Report \(Available in Japanese only\) \(updated November 25,2025\) \(PDF : 244KB\)](#) 

Basic Matters on the Establishment and Operation of Corporate Governance

1. Business management as the holding company

The Company takes charge of formulating the ENEOS Group Philosophy, ENEOS Group Code of Conduct, basic management policies such as medium-to long-term management plans and budgets (hereinafter referred to as "Basic Management Policies"), allocating management resources and overseeing the management of each subsidiary from the perspective of optimizing the value of ENEOS Group as a whole.

2. Management structure of the Company and the Principal Operating Companies

In order to strongly advance portfolio management under the Company's strong leadership, ENEOS Group has established a structure, under which the Company serves as a holding company and five operating Companies which promote each principal business are placed thereunder.

The Principal Operating Companies: ENEOS Corporation, ENEOS Xplora Inc., ENEOS Materials Corporation, ENEOS Power Corporation, and ENEOS Renewable Energy Corporation shall respectively establish business execution structure where their autonomy, agility, and independence are further enhanced depending on their business characteristics under the Basic Management Policies specified by the Company.

3. Organization

The Company is a company with audit and supervisory committee.

4. Board of Directors

The Board of Directors of the Company consists of more than one inside directors and outside directors, which is chaired by an outside director. With such composition, the Board of Directors of the Company shall manage the Company in accordance with the following policies.

- (1) Focus on deliberation and decision of the Basic Management Policies and oversight of the execution of operations.
- (2) As an effort to improve agility of the execution of operations, delegate part of decision-making on the execution of material operations to the CEO of the Company through a director.
- (3) With respect to the material matters such as appraisal of return on investment, risks, progress of execution of material operations of the Company and the Principal Operating Companies, the Board of Directors shall receive reports from persons such as the CEO of the Company and the President of each Principal Operating Company, verify its consistency with the Basic Management Policies and oversee such matters.

5. Audit and Supervisory Committee

- (1) The Audit and Supervisory Committee shall carry out audits with a high degree of effectiveness and objectivity conduct audits with a Chairman of an outside director in an organized and systematic fashion through appropriate collaboration between the full-time audit and supervisory committee members, who are given the strong power to gather information, and the audit and supervisory committee members who are outside directors, who have a high degree of independence, in addition to a wealth of knowledge and experience.
- (2) The Audit and Supervisory Committee shall oversee the execution of operations through each audit and supervisory committee member exercising the voting right that he or she has as a director at the Board of Directors meetings as well as exercising the right to state his or her opinion on personnel affairs and compensation of directors who are not audit and supervisory committee members.

6. Outside directors

To take advantage of a wealth of knowledge and experience of outside directors and to ensure transparency and objectivity in decision-making, the Company shall take the following measures:

- (1) in determining the Basic Management Policies at the Board of Directors of the Company, request outside directors to be involved, from the stage of consideration and to fully discuss it from multiple points of view; and in decision-making on and overseeing execution of material operations, fully verify its consistency with the Basic Management Policies, taking opinions of outside directors into account; and
- (2) in determining personnel affairs and remuneration of directors at the Board of Directors of the Company, ensure transparency of the decision-making process by consulting with the Nomination Advisory Committee and the Compensation Advisory Committee, a majority of whose members are outside directors, and which are chaired by an outside director.

7. Executive officers, Group Chief Officers, and the Executive Council

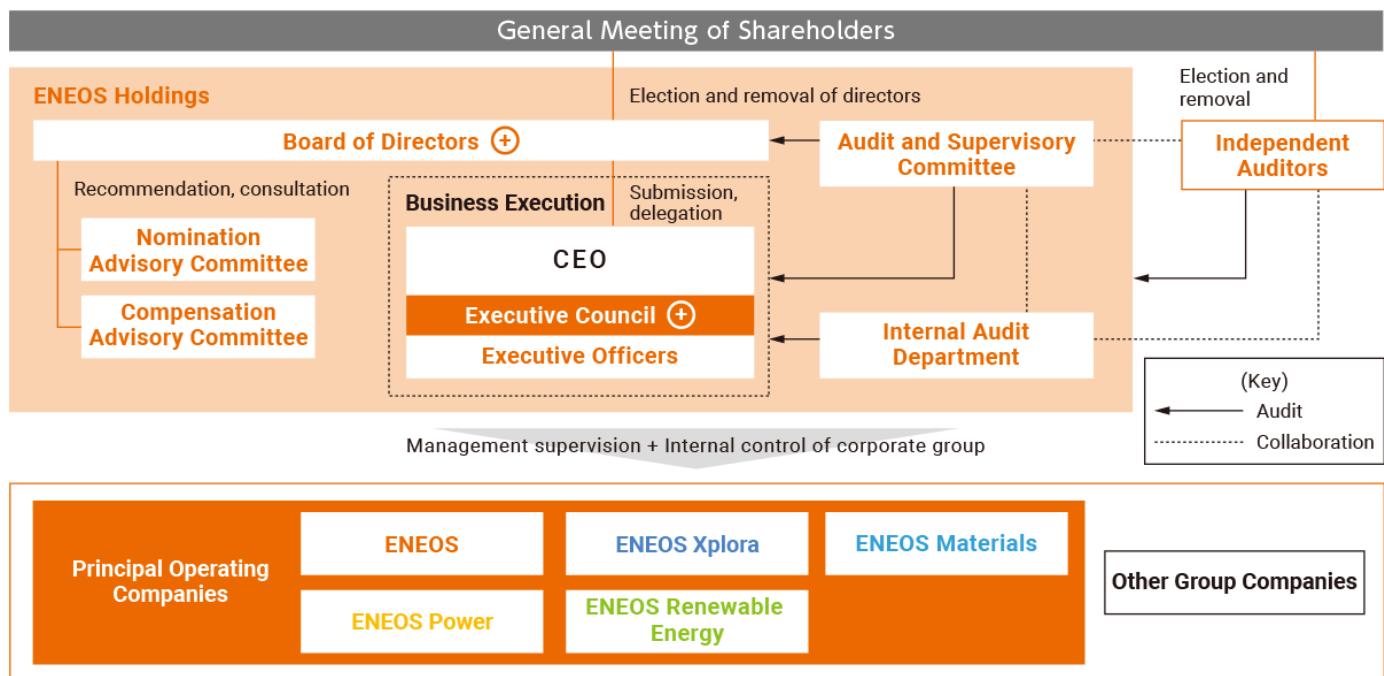
- (1) The Company shall appoint executive officers who execute operations agilely pursuant to a decision of the Board of Directors.
- (2) In order to enhance group governance, the Company shall appoint Group Chief Officers as the roles by which strengthening collaboration among the Principal Operating Companies, optimizing resource allocation, etc.
- (3) For the CEO to execute operations, the Company shall establish the Executive Council as a consultative body for matters to be decided by the CEO, which shall consist of the CEO, the Executive Vice Presidents, the Senior Vice Presidents who have been appointed by the CEO, and the President of each Principal Operating Company, and have the Executive Council make decisions through careful deliberations.
- (4) A full-time audit and supervisory committee members shall attend the Executive Council, grasp a process of important decision-making, and the status of execution of operations, and share such process and status with other audit and supervisory committee members.

8. Corporate governance framework of Principal Operating Companies

- (1) Each Principal Operating Company is a company with audit and supervisory committee or company with board of corporate auditors (as defined in the Companies Act of Japan). Each Principal Operating Company has a Board of Directors to enable directors to oversee each other's performance of duties. Each Principal Operating Company shall fully analyze the risk of the business and verify the conformity of the execution of operations performance to the Basic Management Policies. The Company shall dispatch, if necessary, its full-time audit and supervisory committee member to the Principal Operating Companies as a part-time director who is an audit and supervisory committee member or a part-time corporate auditor, and cause such director or corporate auditor to audit the execution of the duties by the directors of the Principal Operating Company.
- (2) Any decision-making regarding the matters related to the execution of operations of a Principal Operating Company (including matters on the execution of material operations of a subsidiary of such Principal Operating Company) shall be made by such Principal Operating Company.
- (3) Each Principal Operating Company shall report to the Company the status and other matters established by the Company regarding the execution of material operations.
- (4) In order to appropriately monitor the Board of Directors of the Principal Operating Companies or audit the execution of the duties by the directors of the Principal Operating Companies, the Company shall dispatch, if necessary, its Executive Vice Presidents or Senior Vice Presidents to the Principal Operating Companies as part-time directors who are not audit and supervisory committee members or part-time directors, or part-time director who are audit and supervisory committee members or part-time corporate auditors of the Principal Operating Companies.

Structure

Corporate Governance Framework



Corporate Governance Framework at a Glance (As of June 26, 2025)

Item	Details
Organization format	Company with an audit and supervisory committee
Number of directors who are not Audit and Supervisory Committee members*	6 (2 inside, 4 outside)
Number of directors who are Audit and Supervisory Committee members*	4 (1 inside, 3 outside)
Total number of directors	10 (3 inside, 7 outside; 4 female directors)
Percentage of outside (independent) directors	70%
Percentage of female directors	40%
Chairman of the Board of Directors	Outside director
Term of directors who are not Audit and Supervisory Committee members	1 year
Term of directors who are Audit and Supervisory Committee members	2 years
Adoption of executive officer system	Yes
Decision-making body for the appointment and dismissal of directors	General Meeting of Shareholders
Decision-making body for the upper limit of director remuneration	General Meeting of Shareholders

Item	Details
Institution assisting the CEO's decision-making	Executive Council
Voluntary advisory committees for the Board of Directors	Nomination Advisory Committee and Compensation Advisory Committee (1 inside, 4 outside; chairman: outside director)
Term of Independent Auditors	1 year

* At the most recent General Meeting of Shareholders (15th Ordinary General Meeting of Shareholders), no directors received 10% or more opposing votes.

Overview of the Board of Directors and Fiscal 2024 Results

Item	Details
Overview	<p>The Board of Directors of the Company consists of more than one inside directors and outside directors, which is chaired by an outside director. With such composition, the Board of Directors of the Company shall manage the Company in accordance with the following policies.</p> <p>(1) Focus on deliberation and decision of the Basic Management Policies and oversight of the execution of operations.</p> <p>(2) As an effort to improve agility of the execution of operations, delegate part of decision-making on the execution of material operations to the CEO of the Company through a director.</p> <p>(3) With respect to the material matters such as appraisal of return on investment, risks, progress of execution of material operations of the Company and the Principal Operating Companies, the Board of Directors shall receive reports from persons such as the CEO of the Company and the President of each Principal Operating Company, verify its consistency with the Basic Management Policies and oversee such matters.</p>
Chairman	Outside director (Kawasaki Hiroko)*
Results for fiscal 2024	<p>The Board of Directors met 16 times, primarily to discuss the formulation of the fourth Medium-Term Management Plan, including the key points listed below. The Board also discussed matters such as the listing policy for JX Advanced Metals.</p> <ul style="list-style-type: none"> ● Carbon Neutrality Plan 2025 edition ● Portfolio restructuring policy ● Group governance after changes to the Group management structure ● Enhancing investment management ● Cash allocation, including shareholder returns ● Group people strategies ● Further promotion of the use of AI

* For director profiles, see [Executives](#).

Overview of the Nomination Advisory Committee and Compensation Advisory Committee and Fiscal 2024 Results

	Nomination Advisory Committee	Compensation Advisory Committee
Overview	To ensure the transparency of the process for determining the director candidates of the Company, the Nomination Advisory Committee, the majority of whose members are independent outside directors, has been established to provide advice to the Board of Directors about personnel matters involving the Company's directors (including appointment and dismissal). The Nomination Advisory Committee is composed of five directors, four of whom are outside directors ^{1,2} , and one of the outside directors on the committee acts as chairman. The Company's Board of Directors receives advice from the Nomination Advisory Committee regarding succession planning for the Company's chairman of the Board of Directors and CEO and for the CEOs/presidents of the principal operating companies.	To ensure the transparency and objectivity of the process for determining the remuneration and other benefits for directors and executive officers, the Compensation Advisory Committee, the majority of whose members are independent outside directors, has been established to provide advice to the Board of Directors. The Compensation Advisory Committee is composed of five directors, four of whom are outside directors ^{1,2} , and one of the outside directors on the committee acts as chairman. The Board of Directors requests the Compensation Advisory Committee to advise on policies for determining remuneration and other benefits for directors and executive officers, as well as the executive remuneration plan and remuneration amount.
Chairman	Outside director (Kawasaki Hiroko) ³	Outside director (Kawasaki Hiroko) ³
Purpose	Ensure the transparency of the process for determining director candidates	Ensure the transparency and objectivity of the process for determining the remuneration and other benefits for directors and executive officers
Results for fiscal 2024	The committee met six times and deliberated on matters including the composition of the Board of Directors and the advisory committees, and the subjects and processes of the advisory function.	The committee met three times and deliberated on remuneration design tailored to business characteristics, and reviews of the bonus and share-based remuneration system.

1 Composition of the Nomination Advisory Committee and the Compensation Advisory Committee as of June 26, 2025

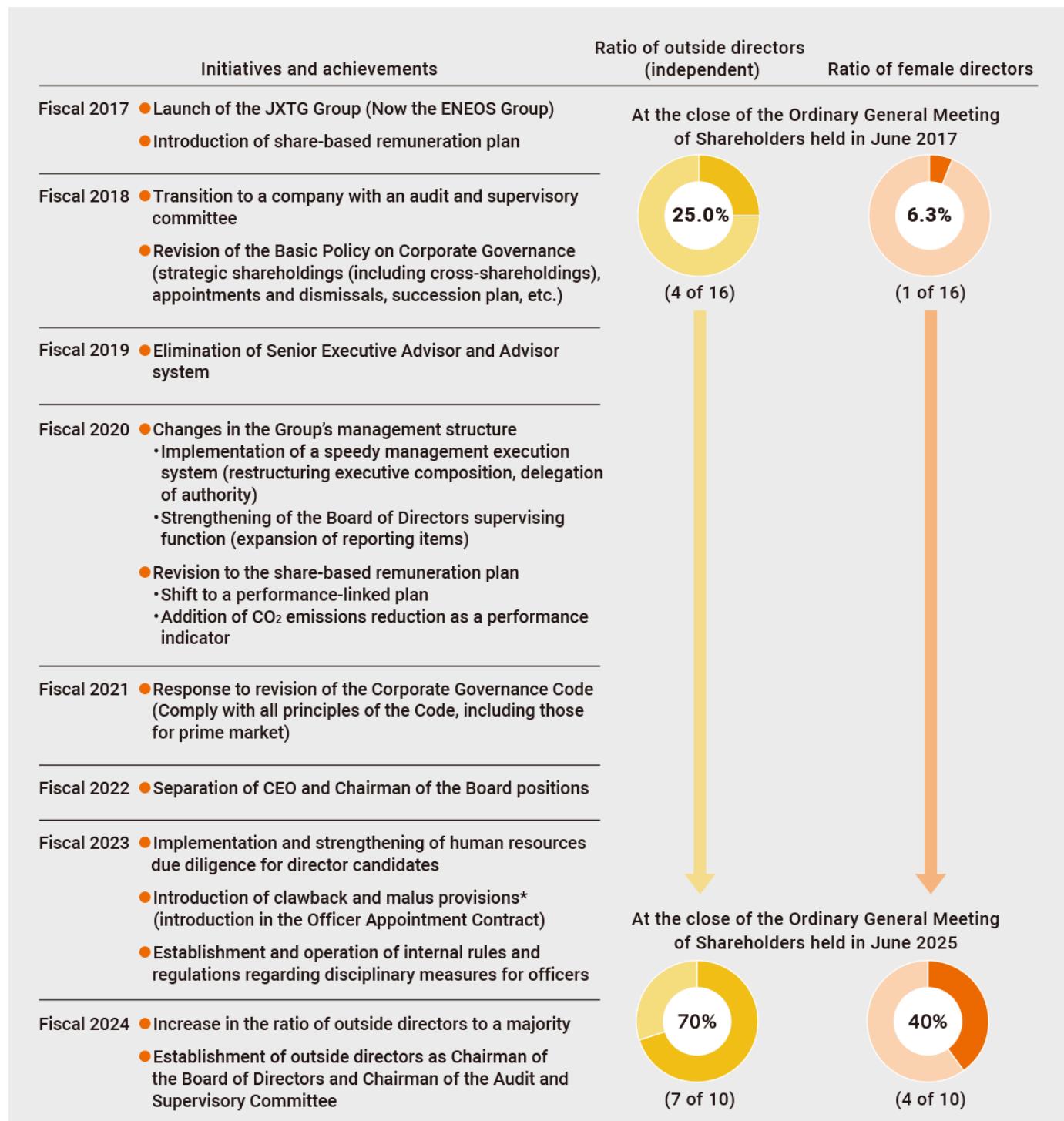
2 To ensure constructive discussion between outside directors, who supervise management from an independent and objective perspective, and inside directors, who have the greatest familiarity with the status of management, etc. in the Group, the Nomination Advisory Committee and the Compensation Advisory Committee are each comprised of outside directors who are not Audit and Supervisory Committee members and the CEO.

3 For director profiles, see [Executives](#) □ .

Strengthening Corporate Governance

Since the business integration in 2017, the Company has progressively implemented measures to strengthen corporate governance for the establishment of an appropriate management structure and operation of Group management.

■ Past Efforts to Strengthen Corporate Governance



* Clawback provision: A clause requiring the return of all or part of officer remuneration after payment in the event of a material compliance violation
Malus provision: A clause preventing the vesting of all or part of officer remuneration before payment in the event of a material compliance violation

Comprehensive Recurrence Prevention Measures

With reference to issues identified regarding past inappropriate behavior by top management, we are rigorously implementing recurrence prevention measures.

1. Enhancement of Director Selection Process
 - Enhancement of human resources due diligence when selecting directors (focusing on the risks of harassment, alcohol consumption, and deviation from norms)
2. Enhancement of Normative Awareness of Officers
 - Declaration of compliance and commitment (CEOs/presidents of ENEOS Holdings and principal operating companies)
 - Conduct compliance training four times a year with outside experts as instructors
 - Complete a range of e-learning courses on general compliance and key laws and regulations
3. Behavioral Management of Directors
 - Institution and operation of rules for directors attending social gatherings
4. Enhancement of Monitoring of Directors
 - Implementation of upward feedback* for directors

* An initiative for gaining objective feedback from colleagues on one's own behavior and the status of day-to-day management

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Appropriate structuring and operation of corporate governance	Evaluation of the effectiveness of the Board of Directors	Implement evaluations of the effectiveness of the Board of Directors (including evaluations of improvement processes)		Implemented
	Training for officers	Conduct training for officers		Held four lectures given by external parties

Major Initiatives

Evaluation of the Effectiveness of the Board of Directors

Since fiscal 2016, the Company's Board of Directors has conducted annual evaluations of its effectiveness, which serve as a basis for improvement. In fiscal 2024 the Board of Directors surveyed all directors, including outside directors, during the period from November to December 2024, to evaluate the Board's effectiveness. The results of the evaluation and analysis were reported at the Board of Directors meetings held on February 27 and March 26, 2025.

In fiscal 2024, we conducted in-depth evaluation of the following items, with support from third-party organizations to ensure the objectivity and transparency of the evaluation process.

Evaluation Items

1. Composition and operation of the Board of Directors
2. Role of the Board of Directors
 - Presentation of major directions, such as corporate strategies
 - Establishment of a supportive environment for appropriate risk-taking by management
 - Highly effective supervision from an independent standpoint
3. Dialogue with shareholders

The survey responses were mostly positive, indicating that the Board of Directors generally continues to be effective. The results also indicated areas with relatively low evaluations where further improvement is needed.

We are therefore working toward implementation of the following.

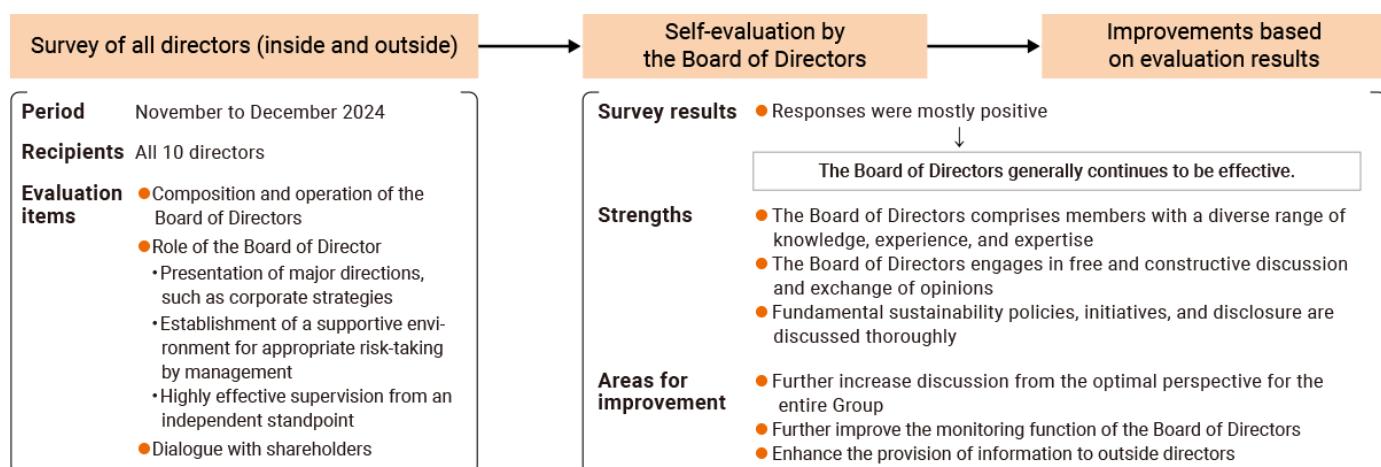
1. Stimulated more active discussion from the optimal perspective for the entire Group through broadening discussions on the Group's overall management strategies, strategy discussions based on CxO reports, and discussions on capital policies, and further strengthening the leadership role of the chairman of the Board of Directors.
2. Further improving the monitoring function of the Board of Directors by providing outside directors with information on risks and investments from a wide range of perspectives.
3. Enhancing the provision of information to outside directors by sharing the content of Executive Council discussions and through worksite and business site inspections tours, and other activities.

Additionally, the following initiatives were implemented to "further strengthen the oversight function" and "raise the quality of discussions and explanations by the Board of Directors," which were identified as issues to address in fiscal 2023.

1. Continued improving the transparency of governance (ratio of outside directors on the Board of Directors over 70%, outside director serving as chairman of the Board of Directors) and restructuring the succession plan for the enhancement of the ENEOS Group.
2. Discussed management strategy for fiscal 2025 onward from the optimal perspective for the entire Group through the formulation of the fourth Medium-Term Management Plan.
3. Enhanced information sharing with outside directors through worksite and business site inspection tours, attendance as an observer in Executive Council by the chairman of the Board of Directors, and interviews of the presidents of principal operating companies conducted by outside directors.
4. To stimulate discussions among the Board of Directors, in principle, outside directors and executives met before and after Board of Directors meetings to exchange opinions on specific business policies and other matters.

In addition, the Company's Audit and Supervisory Committee conducted an evaluation of the effectiveness of the Company's audit activities in fiscal 2024. Issues are communicated among the Audit and Supervisory Committee members and will be reflected in the audit plan for fiscal 2025, as we seek to construct an effective auditing system.

Process for Evaluation of Effectiveness



Policy for Appointing Director Candidates

The Board of Directors is composed of an appropriate number of members to enable free and constructive discussion and exchange of opinions, with members appointed in consideration of Board diversity and the knowledge, experience, and abilities of each member. The Company appoints independent outside directors* to a majority of director positions. As of June 26, 2025, the percentage of outside independent officers was 70%. To ensure objectivity and fairness in the selection of director candidates, excluding outside director candidates, a third-party entity evaluates the candidates from various perspectives and appropriate considerations (human resources due diligence and director candidate interviews). Prior to appointment, the Nomination Advisory Committee deliberates the evaluation results and reports to the Board of Directors.

As for directors who are not Audit and Supervisory Committee members, the Company appoints persons with high standards of business ethics, superior strategic thinking and judgment capabilities, and flexible attitudes toward change, as well as the ability to supervise decision-making and management from the viewpoint of what is best for the Group as a whole. Two or more of the directors are independent outside directors.

As for directors who are Audit and Supervisory Committee members, the Company appoints persons with high standards of business ethics, a certain level of specialist knowledge in legal affairs, finance and accounting, etc., as well as the ability to appropriately audit the execution of duties by directors and the ability to appropriately supervise the execution of business. The majority of these directors are independent outside directors.

* Outside directors who have satisfied the Company's "Standards for Consideration of Independence of Independent Officers"

Support System for Outside Directors

Each of the four outside directors who are not Audit and Supervisory Committee members and the three outside directors who are Audit and Supervisory Committee members meet the independence standards based on the rules of the Tokyo and Nagoya stock exchanges, on which the Company is listed. The Company sends materials regarding the agenda of meetings of the Board of Directors to the outside directors, in principle, at least three days prior to meetings, and also provides explanations to the outside directors about important agenda items before the meetings. To enhance the auditing function by all Audit and Supervisory Committee members, including outside directors, the Company has established the Office of the Audit and Supervisory Committee, which is clearly independent from the chain of command for divisions responsible for business execution (including personnel evaluations). Full-time staff members have been assigned to the office to assist with the duties of the Audit and Supervisory Committee members. In addition, an organization with full-time staff members has also been established within the Legal and Corporate Affairs Department to assist outside directors who are not Audit and Supervisory Committee members with business execution.

Training for Directors and Corporate Auditors of Principal Operating Companies

The directors of the Company and principal operating companies and the corporate auditors of principal operating companies have the duty of working toward the realization of the Group Philosophy, the sustainable growth of the Group, and the achievement of increased corporate value over the medium to long term. To that end, to enhance necessary knowledge and skills, the Company and its principal operating companies provide opportunities for directors and corporate auditors to receive training related to the Companies Act, internal control systems, accounting and taxes, business strategies, and organizations. In addition, the Company pays expenses related to self-study initiatives. When outside directors are appointed, the Company provides explanations of basic matters regarding the Group's businesses and, after their appointment, offers business presentations and worksite inspection tours to deepen their understanding.

Results for Fiscal 2024 and Forecast for Fiscal 2025

Topic	Intended for	Fiscal year	Content of training
Respect for human rights, compliance	Directors and auditors of principal operating companies	2024 2025	Group Philosophy and Code of Conduct, prevention of human rights violations and harassment, etc.
Corporate governance	Newly appointed	2024 2025	ENEOS Group corporate governance
Internal control	Newly appointed	2024 2025	ENEOS Group risk management systems
Finance and investor relations	Newly appointed	2024 2025	Current status and issues regarding ENEOS Holdings' financial affairs, opinions of institutional investors, etc.
ENEOS Holdings and principal operating companies	Newly appointed directors (outside directors)	2024 2025	Basic knowledge about ENEOS Holdings and its principal operating companies
Worksite inspection tours	Outside directors	2024 2025 (Planned)	(ENEOS Holdings) Central Technical Research Laboratory, (ENEOS) Kawasaki Refinery, (Osaka International Refining Company) Chiba Refinery, (ENEOS Materials) Chiba Plant (ENEOS) Sendai Refinery, Tohoku Branch Office, (ENEOS Renewable Energy) Shirakawa Solar Park, Azuma Kogen Wind Farm

Determination of Director Remuneration

Directors Who Are Not Audit and Supervisory Committee Members (Excluding Outside Directors)

The policy on remuneration for individual directors who are not Audit and Supervisory Committee members (excluding outside directors) is determined as follows.

1. Remuneration consists of the monthly remuneration, bonus, and share-based remuneration.
2. Remuneration is determined by whether the person belongs to the Company or a principal operating company, whether the person is full-time or part-time, whether the person is a director or executive officer, etc.
3. Bonuses are linked to performance within a fiscal year, and are paid after the given fiscal year.
4. Share-based remuneration consists of a fixed component based on role and a performance-linked component that fluctuates based on the level of achievement of performance targets, etc. under a medium-term management plan. It is paid after a certain duration from the end of the fiscal year in which the duties have been executed and after the given medium-term management plan has been completed.
5. The consolidated business results, remuneration levels of executives in other companies, composition ratio, etc. are taken into consideration when determining the remuneration level, composition ratio, performance indicators, etc.

Remuneration for directors who are not Audit and Supervisory Committee members (excluding outside directors) is designed to be around 40% of the total for monthly remuneration, around 30% of the total for bonuses, and around 30% of the total for share-based remuneration when the performance targets, etc. are achieved. In addition, the Company may request that remuneration and other compensation be returned and/or forfeited in accordance with the provisions of the Officer Appointment Contract and rules and regulations regarding disciplinary measures for officers. The maximum amount of the remuneration and compensation subject to return and/or forfeit is the total amount for four fiscal years.

Outside Directors Who Are Not Audit and Supervisory Committee Members

The policy on remuneration for individual outside directors who are not Audit and Supervisory Committee members is to provide a monthly remuneration only in consideration of their roles of providing guidance and advice to Company management and supervising management from an independent and objective perspective.

The policy on remuneration for individual directors who are not Audit and Supervisory Committee members of the Company is determined by resolution of the Board of Directors after deliberation and recommendation by the Compensation Advisory Committee, which consists of a majority of outside directors and is chaired by an outside director. The Board of Directors allows the Audit and Supervisory Committee to select one member to attend meetings of the Compensation Advisory Committee so that the Audit and Supervisory Committee may adequately exercise the right to state opinions related to the remuneration of directors who are not Audit and Supervisory Committee members at General Meetings of Shareholders.

Directors Who Are Audit and Supervisory Committee Members (Including Outside Directors)

Remuneration for directors who are Audit and Supervisory Committee members consists of a monthly remuneration only in consideration of the independence of their roles based on discussions among directors who are Audit and Supervisory Committee members. The parameters of the remuneration are shown in the following table.

Upper Limit of Remunerations for Directors

Category	Type	Upper limit of remuneration	Resolution of the General Meeting of Shareholders (GMS)	Number of receivers (Persons)
Directors who are not Audit and Supervisory Committee members	Monthly remuneration and bonuses	No more than 1,100 million yen per one (1) fiscal year (of which no more than 200 million yen is allocated to outside directors who are not Audit and Supervisory Committee members)	The 8th ordinary GMS (June 27, 2018)	13
	Share-based remuneration	In every three (3) fiscal years, • the upper limit the Company put in on reserve for trust: 1,500 million yen • the upper limit of the number of shares given to eligible persons: 6 million shares (6 million points) * (Including those to be awarded to executive officers who are not directors)	The 15th ordinary GMS (June 26, 2025)	2
Directors who are Audit and Supervisory Committee members	Monthly remuneration	No more than 200 million yen per one (1) fiscal year	The 8th ordinary GMS (June 27, 2018)	5

Note:

Those eligible for share remuneration include executive officers but do not include outside directors and overseas residents.

Remunerations for Directors (Fiscal 2024)

Category	Total amount (Million yen)	Details of remuneration (Million yen)	Number of receivers (Persons)	Details of remuneration (Million yen)	Number of receivers (Persons)	Details of remuneration (Million yen)	Number of receivers (Persons)
		Monthly remuneration		Bonuses		Share-based remuneration	
Directors who are not Audit and Supervisory Committee members (Outside directors)	390 (81)	228 (81)	11 (4)	96 (-)	2 (-)	66 (-)	2 (-)
Directors who are Audit and Supervisory Committee members (Outside directors)	111 (66)	111 (66)	8 (6)	- (-)	- (-)	- (-)	- (-)
Total (Outside directors)	501 (147)	339 (147)	19 (10)	96 (-)	2 (-)	66 (-)	2 (-)

Notes:

- The information in the table includes the amount of remunerations for five (5) directors who were not Audit and Supervisory Committee members, four (4) directors who were Audit and Supervisory Committee members (including three [3] outside directors who were Audit and Supervisory Committee members) who retired upon the conclusion of the 14th Ordinary General Meeting of Shareholders held on June 26, 2024.
- Includes the amount of bonuses received for fiscal 2024 after the conclusion of the 15th Ordinary General Meeting of Shareholders.
- Bonuses and share-based remuneration are applicable to performance-linked remunerations. In addition, share-based remuneration is applicable to non-monetary remunerations.
- The share-based remuneration amounts indicated in the table are the average price per share of the Company purchased through the trust that the Company established multiplied by the number of standard points awarded to the Director in the fiscal year and the performance-linked coefficient.

Matters Concerning Bonuses

Bonuses are linked to performance within a single fiscal year and can fluctuate between 0% and 200% (target: 100%) depending on the level of achievement of the performance targets. Bonuses are determined by multiplying the monthly remuneration by the base number of months (8 months) and the percentage of target achieved.

The indicators that affect shareholder returns and the indicators that reflect the actual performance should be used when calculating the percentage of target achieved. Therefore, the Company's consolidated results, "profit attributable to owners of parent" and "profit attributable to owners of parent after adjustment" are selected to be used as performance indicators with the weight of 50% each.

The fiscal 2024 performance target for the bonus calculation process was set based on projections of the fiscal 2024 results (disclosed in May 2024), and the resulting percentage of target achieved was 121%. The results of each performance indicator to calculate the percentage of target achieved are as follows.

Results for Each Performance Indicator for Bonuses

Performance indicators	Weight	Results in FY2024
Profit attributable to owners of parent	50%	226,100 million yen
Profit attributable to owners of parent after adjustment	50%	285,000 million yen

Note:

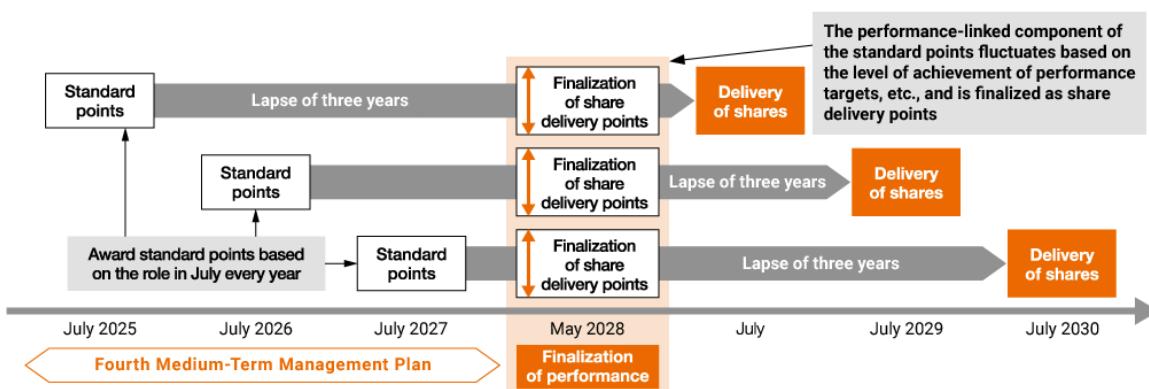
"Profit attributable to owners of parent after adjustment" is calculated by adding or subtracting temporary gain/loss, such as gain/loss on valuation of inventory, gain/loss on sale of fixed assets and shares, and loss by disasters, to or from profit attributable to owners of parent.

Matters Concerning Share-based Remuneration

Share-based remuneration consists of a fixed component determined based on the role and a performance-linked component that fluctuates based on the level of achievement of performance targets, etc. under a medium-term management plan. The performance-linked component fluctuates within a range of 0% and 200% (target: 100%) based on the level of achievement of performance targets, etc. Of the standard points awarded to eligible persons, the share delivery points (one share per point) consist of a fixed component, which is finalized as share delivery points after the conclusion of the end of the applicable period based on the recipient's role, and a performance-linked component that fluctuates between 0% and 200% based on the level of achievement of performance targets, etc. and is determined as share delivery points. Eligible persons shall receive payment of money and the Company's shares through the trust created by the Company, according to the number of share delivery points, after the lapse of three years from the award of standard points of each year.

The indices, targets, and composition ratios used as the Company's performance targets, etc. in the plan period are determined by the time of the first award of standard points in the plan period after deliberation by the Compensation Advisory Committee. The indices for the plan period covering the three fiscal years in the fourth Medium-Term Management Plan are relative TSR (against TOPIX and against a group of peer companies in the same sector) and ROIC.

Flowchart of Share Remuneration with Regard to the Period of the Fourth Medium-Term Management Plan



Selection of Independent Auditor

The selection, dismissal, or non-reappointment of the Independent Auditor is resolved every fiscal year in accordance with the policy established by the Audit and Supervisory Committee. Prior to the resolution, the Independent Auditor is evaluated once a year in accordance with the standards established by the Audit and Supervisory Committee.

The Audit and Supervisory Committee has resolved to reappoint the current Independent Auditor as it has been confirmed that there are no issues pertaining to the evaluation items, that the Independent Auditor has sufficient systems and ability to handle the Company's audit work, and that there are no grounds for dismissal or non-reappointment.

The rotation of executive Representative Partners of the current Independent Auditor has been implemented appropriately, and they have not been involved in the Company's audit operations for more than seven consecutive fiscal years. The head Representative Partner has not been involved in the Company's audit operations for more than five consecutive fiscal years.

Governance of Listed Subsidiaries

The Company maintains ENEOS Corporation, ENEOS Xplora Inc., ENEOS Materials Corporation, ENEOS Power Corporation, and ENEOS Renewable Energy Corporation, its principal operating companies, as wholly owned subsidiaries or specially controlled companies, and maintains other Group companies as wholly owned subsidiaries, listed subsidiaries, listed affiliates, or other types of entities based on the need to maintain or expand its businesses. The policy of the Board of Directors is to regularly examine the appropriateness of maintaining a company as a listed subsidiary or listed affiliate from the perspective of improving the Group's overall corporate value and capital efficiency, to consider the reasonableness of maintaining the listed company status, and to deliberate on the effectiveness of the listed subsidiary's governance system.

The Company maintains no listed subsidiaries.

Policy on Strategic Shareholdings

In accordance with the Basic Policy on Corporate Governance of ENEOS Group, in principle, the Company shall not hold shares in listed companies. As an exception, the Company may hold shares in listed companies as strategic shareholdings, as described below.

- 1) Shares in companies which engage in any important businesses of ENEOS Group
- 2) Shares in companies which ENEOS Group judges necessary to maintain or enlarge business of ENEOS Group

The Company has divested 79% of its strategic shareholdings since the above policy was adopted in November 2015. In fiscal 2024, the Company sold shares (valued at 12,192 million yen)* of six companies and did not acquire any new strategic shareholdings.

* Includes partial divestment of shareholdings



Note:

In association with the listing of JX Advanced Metals, we are reviewing the exclusions, etc. regarding strategic shareholdings owned by JX Advanced Metals.

Method of Verifying the Rationality of Possession

With respect to exceptionally holding strategic shareholdings, the Company shall periodically assess whether or not to hold each individual strategic shareholding, specifically examining whether the purpose is appropriate and whether the benefits and risks from each holding cover the company's cost of capital at the Board of Directors meeting of the Company.

Board of Directors Verification of the Appropriateness of Individual Strategic Shareholdings

The Company assessed whether or not to hold each individual strategic shareholding, specifically examining whether the purpose is appropriate and whether the benefits (transactional profits, dividends, benefits difficult to quantify) and risks from each holding cover the company's cost of capital at the Board of Directors meeting of the Company in November 2024.

Risk Management

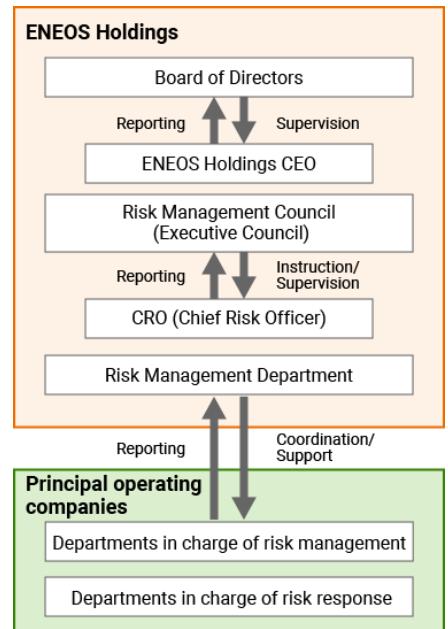
The ENEOS Group has established the Basic Policy on Internal Control System for the development and implementation of a system for ensuring the appropriateness of our business operations.

Comprehensive Risk Management Structure

Based on the risk management system, which is standard throughout the Group, the Risk Management Council (Executive Council) convenes three times a year, in principle. It selects material risks for the Group and formulates mitigation* plans, and checks the status of internal control activities for the previous fiscal year, as well as action policies for the next fiscal year. Additionally, in April 2025, the position of CRO (Chief Risk Officer) and the Risk Management Department were established to enable appropriate identification and analysis of Group management risks and the implementation of accurate responses.

The Board of Directors monitors and supervises the internal control systems for the entire Group as appropriate, based on reports of the proceedings of the Risk Management Council.

* Measures to reduce risk to a tolerable level



Risk Management System at Principal Operating Companies

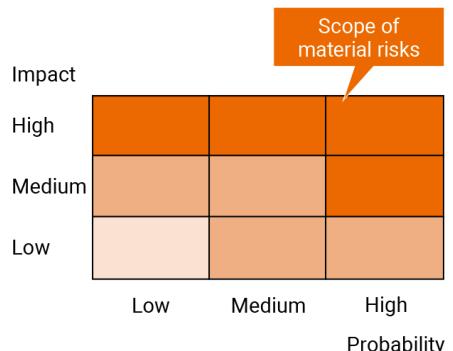
The Group's principal operating companies have developed and operate their own risk management systems, which are tailored to their specific business content and characteristics. The departments in charge of risk management at the Company and the principal operating companies cooperate and share risk information with each other.

Enterprise Risk Management (ERM)

The Company has developed and operates a Group-wide risk management system based on the ENEOS Group Risk Management Basic Policies.

Risks are identified and analyzed, taking into account risks identified up to the previous fiscal year, as well as increased risks and potential new risks arising from changes inside and outside the Company, and are assessed for materiality based on the degree of impact and probability. Risks that are indicated by assessment results as requiring a response from the Group are designated as material risks by resolution of the Executive Council, which is chaired by the CEO of the Company. Departments are designated for response to material risks, and monitoring is carried out by reporting the status of response to the Executive Council.

Risk Assessment Matrix



Impact

Qualitative criteria	
High	Potential for significant impact on the entire Group, immediate implementation of countermeasures by the entire Group required
Medium	Potential for some degree of impact on the entire Group, consideration of specific countermeasures by the entire Group required
Low	Potential for minimal impact on the Group as a whole, response can be implemented by individual Group companies

Probability

Qualitative criteria	
High	Has already occurred or is very likely to occur within the next three years
Medium	Is very likely to occur within the next 10 years
Low	Has a certain probability of occurring within the next 10 to 40 years

Note:

In addition to the table above, we also use assessment criteria that take into account factors such as the frequency of past occurrences at Group companies and at other companies.

Note:

In addition to the table above, we also use assessment criteria for each incident, such as personal injuries and compliance violations.

Internal Control

The Group has developed and operates an internal control system. The system links the internal controls stipulated in the Companies Act and the Financial Instruments and Exchange Act, and the internal controls of each Group organization* to each other.

Additionally, in order to respond to the rapidly changing external environment and the increasing diversity of risks faced by the Group, we promote Group-wide internal control activities and are strengthening controls to prevent and discover incidents of noncompliance and misconduct throughout the Group. Moreover, the Company supports internal controls implemented autonomously by principal operating companies through the development of best practices for internal control activities in the Group.



* Internal control in each organization is constructed based on the COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework, adopted by countries around the world.

> [Basic Policy on Internal Control System](#)

Internal Control Inspections

We conduct internal control inspections annually as a voluntary initiative at each worksite.

We inspect each business operation to ascertain compliance with Group-wide rules (internal control standards). In addition, given the rapidly changing management environment, we use a risk control matrix (RCM) to ascertain whether risks have been appropriately identified and assessed, and whether effective controls for these risks have been developed and implemented. We take prompt action to correct any issues identified through these inspections and revise controls to prevent recurrence, using the PDCA cycle to achieve continuous improvements.

Fostering a Risk Culture

To strengthen our risk management, the Group is working to improve organizational structures as well as foster a risk culture*. In fiscal 2025 we plan to undertake initiatives to instill risk awareness throughout the organization through training for executives and e-learning for all employees. This risk awareness includes the proper execution of operations while maintaining an awareness of risks, and the practice of giving bad news first. We also plan to conduct annual surveys to assess the degree of permeation of risk awareness and to regularly check the status of this permeation within the organization while taking further measures to foster the development of a risk culture.

* An organizational culture where beliefs, attitudes, and behaviors regarding risk are shared by everyone, from management to employees

Risk Assessment of Business Activities

The Group has internal rules and regulations for addressing the risks in its business activities. For the screening of new investments, in addition to country risks and foreign exchange rate risks, we analyze and evaluate ESG-related risks, including environmental risks such as those related to the scope of response to biodiversity and environmental regulations; risks in the procurement of raw materials, including water; and human resources risks, including those related to human rights and occupational health and safety, and we take appropriate actions when necessary.

In addition, when reviewing proposed major investments, we perform screenings based on the stage-gate system. The process from initial examination to execution of an investment project is divided into multiple stages of examination, and deliberations are conducted at each stage. During the deliberations, we work to identify various risks, including ESG-related risks, using sensitivity analysis and case analysis, and work to gain a multifaceted, quantitative grasp of risks using methods such as cold-eye review by a third party. For important investments, investment reappraisal is carried out after a certain period of time to assess and analyze impacts on the initial outlook caused by environmental changes or other factors and to determine whether to continue with the project.

Crisis Management

In the event of a crisis situation that could significantly affect the management of the Group, the Company responds quickly and appropriately in accordance with the ENEOS Group Risk Management Basic Policies and the ENEOS Group Accident and Trouble Reporting and Response Guidelines, and has systems in place to minimize any damage that may occur. Our basic stance on crisis situations is to place the highest priority on protecting human life, issue information promptly and implement centralized information management, quickly determine, execute, and follow up the most effective response measures, implement transparent and smooth communications, and prevent recurrence of accidents and troubles.

With the Risk Management Department as the standing organizational unit in the event of a crisis situation, we maintain a system enabling immediate reporting on conditions and the status of response measures from each relevant Company department or Group company at the site of an incident as required by the degree of impact. Depending on the magnitude of the crisis, we may set up a response headquarters, led by the Company CEO, to ensure agile and effective response.

Infectious Disease Prevention Measures

The Group's basic policy is to (1) place the highest priority on respect for human life and make every effort to protect against and prevent the spread of infectious diseases to the Group's officers, employees and their families, and (2) engage all Group companies in maintaining a continuous supply of our products, which support the functioning of society. In the event that management is significantly affected by an infectious disease epidemic, a system is in place to set up a response headquarters, led by the president, to ensure the prompt determination and execution of countermeasures. ENEOS has business continuity plans at its head office, branch offices, refineries, and other sites to ensure that we can fulfill our responsibility of providing a stable supply of petroleum products, even during an epidemic. To protect employees from infection and prevent the spread of disease, we systematically stockpile surgical masks, goggles, alcohol-based disinfectants, and other items at our business sites in Japan and overseas. We also maintain a system and an IT environment that enable employees to work from home.

Information Security

The Group implements necessary security measures based on its recognition that the maintenance of a high level of information security is an important management issue. The Group has established the [Information Security Policy](#), under which it handles, manages, protects, and maintains information, including that related to business partners and subcontractors, in an appropriate manner.

Company information is an important asset of the Group, and we work to prevent the improper use, disclosure, or leakage of this information in accordance with the ENEOS Group Basic Rules for Information Security. The Group also strives to maintain information accuracy and reliability and to prevent falsification or mishandling while ensuring that information is available to authorized users when needed.

In addition, the Company and ENEOS have developed personal information protection procedures and established rules to ensure compliance with the Personal Information Protection Act and the appropriate handling of personal information to protect people's rights.

In fiscal 2024, as in the previous fiscal year, we conducted training using e-learning for all employees of the Company and ENEOS.

At the Company and ENEOS, when a leak of personal information is detected, it is immediately shared among the relevant departments and reported to the Personal Information Protection Commission as necessary. In such cases, we conduct prompt root cause analysis and response to prevent the spread of damage. We are also working to prevent recurrence through efforts such as providing training on personal information protection laws to all employees. We will continue working to strengthen our personal information management systems to ensure appropriate management.

Cybersecurity Measures

In order to protect its important information and systems from cyberattacks, which have become stealthier in recent years, the Group has established the ENEOS Group Cybersecurity Council, chaired by the CEO of the Company. The council checks the status of cybersecurity measures, and also determines and implements cybersecurity measures using a top-down approach.

In addition, the IT Security Procedures for ENEOS Group have been established and communicated to Group companies to ensure that cybersecurity countermeasures are carried out across the entire Group. The procedures require the appointment of IT cybersecurity managers to implement and oversee IT security measures at each Group company. The procedures also stipulate that disciplinary action is to be taken in the event that an employee violates the procedures and causes damage to the company.

For employees, as ongoing initiatives, the ENEOS Group conducts drills and issues reminders on the handling of suspicious emails, and also provides Group-wide security training using curricula translated into multiple languages.

Protection of Intellectual Property

The ENEOS Group Code of Conduct states that all Group companies will properly maintain, manage, and protect corporate tangible and intangible assets along with new discoveries made in the course of business activities, as well as respect the intellectual property rights of third parties.

ENEOS Group Code of Conduct (excerpt)

- 7. Equitable and fair transactions
 - (3) We respect the intellectual property rights of third parties.
- 10. Corporate asset protection and management
 - (1) We properly maintain, manage, and protect corporate tangible and intangible assets.
 - (2) We shall not use corporate tangible and intangible assets for purposes other than business activities.
 - (3) We protect new discoveries or inventions made in the course of business activities as corporate intellectual properties.

ENEOS manages and uses intellectual property appropriately in accordance with internal rules on intellectual property ("Employee Invention Compensation Regulations"). Given the importance of intellectual property to our current business strategies, we actively manage intellectual property to contribute to our business development. To ensure respect for third-party intellectual property rights, the relevant departments work together on measures related to intellectual property and steps are taken to raise employee awareness of intellectual property rights.

Number of Registered Patents (As of March 31, 2025)

	Japan	Overseas	Total
Number of registered patents	1,853	2,491	4,344

Note:

Data from ENEOS and ENEOS Materials

Compliance

Basic Approach

The ENEOS Group is committed to thorough compliance and has designated high ethical standards as a core element of the Group Philosophy and the Group Code of Conduct.

ENEOS Group Code of Conduct (excerpt)

1. Compliance
 - (1) We ensure compliance with laws, contracts, and corporate regulations and follow social norms and customs in an appropriate manner.
 - (2) We shall neither ignore nor participate in any compliance violations.

Structure

Up to fiscal 2023, the Group Internal Control and Compliance Committee had been established under the Executive Council to ensure the implementation of effective and efficient internal control and compliance. The committee, comprising relevant officers and department general managers, regularly confirmed the performance of and issues related to the Group's internal control and compliance activities and deliberated policies for future activities. This committee was reformed in fiscal 2024 and newly established as the ENEOS Group Compliance Committee, which specializes in compliance and is chaired by the CCO, with CCOs or equivalents from each principal operating company as members. Through quarterly meetings, the committee will check the status of activities at each company while promoting compliance measures throughout the Group and further strengthening and accelerating the coordination of information.

Material Issues, Plans and Results

Fiscal 2024 Targets, Results and Progress

Evaluation:  Achieved/Steady progress  Not achieved

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Compliance	Strengthening compliance activities	<ul style="list-style-type: none"> ● Assess the status of compliance activities of principal operating companies and share compliance measures through the ENEOS Group Compliance Committee ● Conduct legal compliance inspections 		<ul style="list-style-type: none"> ● Held three meetings of the Compliance Committee ● Conducted legal compliance inspections

Material ESG Issue	Initiative	Target (KPI)	Results/Progress	
Compliance	Fostering compliance awareness	Implementation of compliance and legal training tailored to each company's business risks and internal issues		Implemented (e-learning for officers and employees)
	Operation of whistleblower systems	<ul style="list-style-type: none"> • Respond to whistleblowing appropriately and promptly • Build an effective whistleblower system through measures including a review of the Group whistleblower system 		Conducted training to improve skills of personnel in charge of whistleblower systems

Major Initiatives

Compliance Inspections

The Company, its principal operating companies, and their directly owned subsidiaries inspect the status of compliance at each worksite at least once a year and carry out any corrective measures required in the event that any violations or concerns are found. In fiscal 2024, the Company and ENEOS separated the internal control and legal compliance inspections and instituted new compliance inspections. To counter the reductions in effectiveness and autonomy that had been issues in previous inspections, we have changed to a system where every worksite autonomously sets inspection criteria that are appropriate to the risks specific to their circumstances, under the direction of the officer in charge. This enables much more effective inspections to be conducted.

Additionally, the content and results of these inspections are reported at meetings of the ENEOS Holdings, Inc./ENEOS Corporation Compliance Committee, which comprises officers in charge of each area. We are working to build a stronger compliance structure by sharing effective initiatives with each business area through this committee.

Compliance Violations

Deficiencies under the High Pressure Gas Safety Act at ENEOS Materials

In fiscal 2024, due to non-compliance with the High Pressure Gas Safety Act by Group company ENEOS Materials, on October 22, 2024 the Ministry of Economy, Trade and Industry issued administrative guidance based on the Act in the form of severe warnings to the Yokkaichi Plant and the Kashima Plant, and a caution to the Chiba Plant.

The company takes this matter seriously and is implementing measures to prevent recurrence, with company headquarters taking the lead in security-related activities and ensuring strict security management at worksites.

At all business sites, we conducted employee training using real-life examples on the significance of minor changes, the importance of technical standards, and the definition of an accident, deepening understanding and ensuring their application in practice.

We are also working to prevent similar deficiencies from occurring again by broadening and strengthening compliance initiatives throughout the Group.

Compliance Training

Strong awareness among all officers and employees is an important element in achieving thorough compliance. To this end, we issue ENEOS Group Philosophy cards and ENEOS Group Code of Conduct handbooks to all personnel and regularly provide compliance training for all officers and employees. We will continue to provide training based on select topics as part of our ongoing efforts to ensure thorough compliance.

Compliance Training Conducted in Fiscal 2024 (Partial List)

- Company-wide training on compliance, competition laws, anti-bribery, the Act on the Protection of Personal Information, and insider trading regulations
- Training on competition law for sales departments
- Compliance awareness training for officers

Establishment and Operation of Whistleblower Systems

To enable prompt detection and corrective action in the event of legal violations, the Company and some of its subsidiaries maintain whistleblower systems (compliance hotlines) for their employees and those of contractor companies. The compliance hotlines are part of whistleblower systems aligned with the Whistleblower Protection Act. In October 2023, the Company's and ENEOS's internal whistleblower contact was replaced with a centralized whistleblower contact operated by an external company specializing in these services, enabling faster response and improved convenience for users, while also enabling us to maintain the quality of our operations. This structure facilitates appropriate response by allowing users to identify themselves or remain anonymous and enabling whistleblowing as appropriate to each case through contact points established at each Group company. In addition, we have introduced whistleblower systems, including some with multilingual capabilities, at overseas subsidiaries where we have ownership of more than 50%.

Based on internal regulations, when whistleblowing is received, the content is reported to the relevant officers, including the chairman and CEO, and an investigation is launched under the responsibility of the general manager of the Legal & Corporate Affairs Department. The investigation results and any necessary corrective and recurrence prevention measures are reported to the officers. Individuals who identify themselves when conducting whistleblowing are also informed of the investigation results.

To ensure that employees do not hesitate to use the system, they are informed through the intranet, posters, and training that the identity of those conducting whistleblowing is strictly confidential and that whistleblowing can be conducted even if the employee is not sure if the matter constitutes a legal violation.

In fiscal 2024, the Group recorded 305 reports via its whistleblower systems.

Reporting Contact Structure and Measures to Prevent Retaliation

The Legal & Corporate Affairs Department is responsible for the design and operation of the whistleblower systems of the Company and ENEOS. Members of the Legal & Corporate Affairs Department may also use the system. The ENEOS Group Basic Policy on Internal Reporting System stipulates that whistleblowers shall not be subject to any disadvantageous treatment for using the whistleblower systems, and information related to whistleblower reporting shall be treated as strictly confidential in accordance with the information security guidelines of each ENEOS Group company.

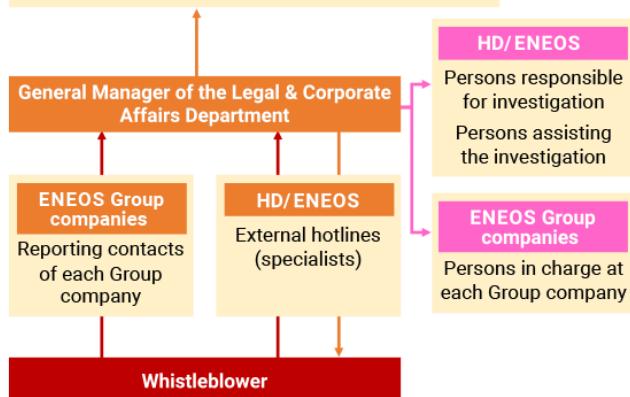
Compliance Surveys

The Company and principal operating companies have been conducting compliance surveys of employees since fiscal 2024. These surveys quantify and measure awareness of the Group Philosophy, the Code of Conduct, and compliance, bringing any issues to light. We devise effective policies and measures based on the results of these surveys, acting in accordance with the Group Philosophy and the Code of Conduct for the transformation and development of the Group. The results of the survey are shared with employees in a manner that does not allow the identification of individuals. The fiscal 2024 survey indicated a high level of awareness regarding the Group Philosophy, Code of Conduct, and whistleblower systems and showed that compliance-focused activities were being conducted. Conversely, there were few responses indicating that the Group Philosophy and the Code of Conduct were being put into practice, or that those responding to the survey would be willing to use whistleblower systems. Based on the results of analysis of these responses, in fiscal 2025 we will use training and disseminate management messages to encourage actions that are consistent with the Group Philosophy and Code of Conduct, and to promote the use of whistleblower systems.

Whistleblowing Workflow

Legend: **Whistleblowing** → **Notification** → **Request for investigation**

- Chairman of the Board, Vice Chairman of the Board, CEO/President, Executive Vice Presidents
- Officer in charge of the Legal & Corporate Affairs Department and the Internal Audit Department
- General Manager of the Internal Audit Department
- Full-time Corporate Auditors and Directors who are Audit and Supervisory Committee members (excluding outside directors)



Compliance with Competition Laws

The Group maintains a policy that the entire Group must thoroughly comply with competition laws in Japan and other countries. We have put into place necessary company rules, and all officers and employees work under a clear commitment by management to ensure compliance with competition laws. Specifically, we have established the ENEOS Group Competition Law Compliance Policy, which strictly prohibits officers and employees from engaging in any activity, including cartels, that violates competition laws of any country. The policy clearly states that no activity that would violate competition laws shall be justified by any reason of business custom, the authority or position of the violator, maintaining or expanding business or making profits. The legal divisions of the Company and ENEOS check each department every year for planned interactions with business competitors, assess those interactions for competition law risks, and request the submission of meeting records detailing the interactions. Through these and other efforts, we work to prevent competition law violations before they occur. We also conduct competition law compliance training for officers and employees on a regular and ongoing basis.

Operation of the Competition Law Compliance Policy

The Group has established and published the ENEOS Group Competition Law Compliance Policy pursuant to the basic principle of compliance with competition laws set out in "7. Equitable and fair transactions" in the ENEOS Group Code of Conduct. This policy clearly states the Group's commitment to comply with competition laws.

We will communicate this policy to and require compliance of all those within the scope of application of the Group Code of Conduct. In addition to implementing this policy within the Group, we will also request that the companies and others that make up our value chain also cooperate with this policy.

[ENEOS Group Competition Law Compliance Policy](#) >

Prevention of Bribery and Corruption

The Group participates in the United Nations Global Compact, and puts the 10 principles, including anti-corruption, into practice. We have established and published the ENEOS Group Anti-Corruption Policy, which clearly states that the Group will not engage in corrupt practices. With regard to anti-corruption, the Group does not tolerate bribery in any form. We have internal regulations in place, including the ENEOS Group Anti-Corruption Policy, to prevent bribery at our Group companies, and all officers and employees actively work under a clear commitment by management of all Group companies to prevent bribery. ENEOS requires overseas subsidiaries where it has ownership of more than 50% to establish and comply with anti-bribery guidelines. The Company, ENEOS, and its overseas subsidiaries have a mechanism to check for bribery involving travel expenses, business entertainment, gift giving, and donations, taking into consideration the laws and regulations of each country.

We also implement third-party due diligence procedures to prevent our involvement in bribery through a third party such as an agent, agency, or distributor.

Employees can access relevant internal regulations at any time via the Company intranet or other means. They also undergo various forms of compliance training on the prevention of bribery. In this manner, we are working to raise employee awareness of this important issue.

Internal control inspections, legal compliance inspections, and internal audits are used to continuously monitor whether these mechanisms are functioning properly. The results of monitoring are reported to the Company's Board of Directors as needed.

The Company, ENEOS, and its overseas subsidiaries also maintain risk screening systems for domestic and overseas business partners using services provided by specialized vendors, and conduct risk checks in a timely manner. In addition, we conduct risk surveys at the commencement of business relationships with new business partners, and if risks are indicated, we take necessary risk mitigation measures and determine whether or not to commence the business relationships. We also have a system in place to promptly detect and rectify violations and indications of violations through our whistleblower systems.

In fiscal 2024, there were no serious violations and no fines, administrative monetary penalties or settlements imposed regarding corruption or bribery at the Company or ENEOS.

Operation of the Anti-Corruption Policy

Based on the basic rules on the prevention of bribery and corruption established within "7. Equitable and fair transactions" and "8. Appropriate relationships with governments and public administrations" of the ENEOS Group Code of Conduct, the Group formulated and published the ENEOS Group Anti-Corruption Policy, which clearly stipulates that the Group will not engage in corrupt practices.

Going forward, we will continue to raise awareness of and require compliance with this policy within the scope of application of the Group Code of Conduct. In addition to applying this policy within the Group, we will request the cooperation of companies in our value chain as well.

[ENEOS Group Anti-Corruption Policy](#) >

Political Contributions

The Group thoroughly complies with Japan's Political Funds Control Act. The Group prohibits contributions to individual politicians as prohibited by law and monetary donations to specified political groups or political parties exceeding the legally permitted threshold.

In fiscal 2024, the Group did not make any political contributions (donations).

Honoring Tax Liabilities

Companies have a corporate social responsibility to appropriately honor their tax liabilities in the countries and areas in which they conduct their business activities. Therefore, we have formulated the ENEOS Group Tax Matters Policy to ensure that tax liabilities are appropriately honored throughout the entire Group.

[Tax Matters Policy](#) >

Timely and Proper Disclosure of Company Information

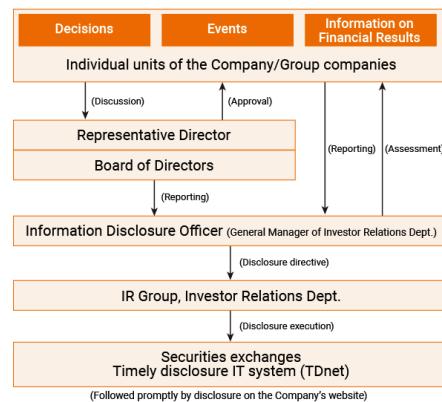
The Company is fully aware that the timely and proper disclosure of corporate information is a key element of healthy capital markets. Accordingly, the Company makes efforts to ensure prompt, appropriate, and fair disclosure of information to shareholders and other investors with the aim of promoting transparency in management.

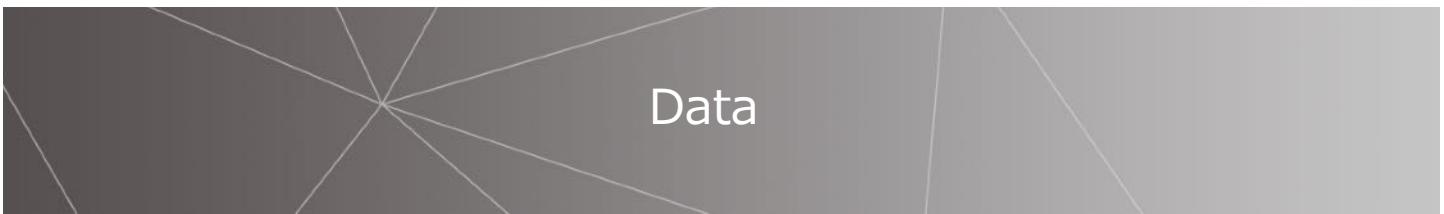
Systems are in place to obtain, manage, and disclose information on the Company, as well as information on ENEOS Group companies, quickly and accurately. Information that is subject to the Timely Disclosure Rules is made public through the timely disclosure system (TDnet) provided by the Tokyo Stock Exchange and others, and the same information is made available on the Company's website. Information that is not subject to the Timely Disclosure Rules is disclosed proactively based on basic policies and disclosure standards.

The Company has prepared Rules for the Prevention of Insider Trading, and systems have been created to communicate regulations regarding insider trading throughout the ENEOS Group.

[Disclosure Policy](#) >

Disclosure Framework and Workflow





Data

Governance

	Item	FY2022	FY2023	FY2024
Board of Directors	Number of meetings	14	14	16
	Number of members	From April 1: 16 From June 28: 17 From August 12: 16	From April 1: 16 From December 19: 14	From April 1: 14 From June 26: 10
	Number of independent outside directors	6	6	From April 1: 6 From June 26: 7
	Average attendance rate (%)	98.3	100.0	98.8
Audit and Supervisory Committee	Number of meetings	15	17	14
	Number of members	5	5	4
	Number of independent outside directors (Audit and Supervisory Committee members)	3	3	3
	Average attendance rate (%)	98.7	98.8	100.0
Compensation Advisory Committee	Number of meetings	6	6	3
	Number of members	5	5	5
	Number of independent outside directors	3	3	4
	Average attendance rate (%)	100.0	96.7	100.0
Nomination Advisory Committee	Number of meetings	7	7	6
	Number of members	5	5	5
	Number of independent outside directors	3	3	4
	Average attendance rate (%)	94.1	97.1	96.7

Environmental

- The environmental information covers a total of 166 business sites at 91 companies in the principal operating companies the ENEOS Group, the ENEOS Xplora Group, the ENEOS Materials Group, the ENEOS Power Group, the ENEOS Renewable Energy Group, the JX Advanced Metals Group, as well as other operating companies (ENEOS Group: 46 business sites at 24 companies; ENEOS Xplora Group: 5 business sites at 1 company (operator business); ENEOS Materials Group: 22 business sites at 13 companies; ENEOS Power Group: 3 business sites at 3 companies; ENEOS Renewable Energy Group: 3 business sites at 3 companies; JX Advanced Metals Group: 86 business sites at 46 companies; other operating companies: 1 company), however, the companies covered vary depending on the information. The companies covered are indicated in the "Scope of data" column.
- The scope of data was expanded from fiscal 2024. For fiscal 2023 and before, the scope included the ENEOS Group, ENEOS Xplora Group, JX Advanced Metals Group, and other operating companies.
- The environmental information indicated with for fiscal 2024 has been assured by an independent practitioner.

Energy Consumption

	Unit	FY2022	FY2023	FY2024	Scope of data
Energy consumption (crude oil equivalent)	Million kL	11.80	10.62	10.40	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, NIPPO Corporation
Fuel consumption (crude oil equivalent)	Million kL	10.79	9.76	9.70	
Electricity consumption	Million kWh	3,527	3,197	2,898	

Note:

Calculated in accordance with the Act on Promotion of Global Warming Countermeasures, taking into account electricity sold and heat sold.

Energy Consumption Intensity

	Unit	FY2022	FY2023	FY2024	Scope of data
Energy consumption intensity for oil refining	Oil equivalent consumption volume (kL)/Crude distillation unit equivalent (thousand kL)	8.92	9.20	9.42	Petroleum refining business of the ENEOS Group

GHG Emissions (Scope 1 and Scope 2)

	Unit	FY2022	FY2023	FY2024	Scope of data
CO ₂ emissions	Million tonnes	27.81	25.29	24.54	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, NIPPO Corporation
(1) Scope 1	Million tonnes	25.55	23.14	22.18	
(2) Scope 2	Million tonnes	1.19	1.25	1.48	
(3) Non-energy-derived CO ₂	Million tonnes	1.07	0.90	0.87	
GHG emissions other than CO ₂	Tonnes	116,656	124,411	135,841	

	Unit	FY2022	FY2023	FY2024	Scope of data
(1) CH ₄	Tonnes	30,320	29,204	39,131	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, NIPPO Corporation
(2) N ₂ O	Tonnes	85,929	93,029	95,986	
(3) HFCs	Tonnes	223	1,711	328	
(4) PFCs	Tonnes	0	0	0	
(5) SF ₆	Tonnes	184	467	396	
(6) NF ₃	Tonnes	0	0	0	
Total GHG emissions	Million tonnes	27.93	25.41	24.68	

Notes:

GHG emissions indicate emissions of greenhouse gases from consumption of electricity, fuel, etc., as well as oil refining and oil and gas production, converted to CO₂ equivalent.

Calculated in accordance with the Act on Promotion of Global Warming Countermeasures, taking into account electricity sold and heat sold. GHG emissions from electricity use were calculated using the emissions factors by electricity supplier.

GHG Emissions (Scope 3)

Category		Unit	FY2022	FY2023	FY2024	Scope of data
1	Purchased goods and services	Million tonnes	22.69	21.25	22.54	ENEOS
2	Capital goods	Million tonnes	0.67	1.06	0.47	
3	Fuel- and energy-related activities not included in Scope 1 or Scope 2	Million tonnes	0.04	0.03	0.03	
4	Transportation and distribution (upstream)	Million tonnes	2.62	2.73	2.57	
5	Waste generated in operations	Million tonnes	0.08	0.07	0.06	
6	Business travel	Million tonnes	0.004	0.005	0.018	
7	Employee commuting	Million tonnes	0.002	0.002	0.002	
9	Transportation and distribution (downstream)	Million tonnes	0.37	-	-	
11	Use of sold products	Million tonnes	183.42	166.00	159.00	
14	Franchises	Million tonnes	0.29	0.29	0.28	
GHG emissions		Million tonnes	210.19	191.44	184.97	

Notes:

From fiscal 2023, we are reviewing some of the calculation categories for transportation and distribution.

Category 6 (business travel) includes purchases of Scope 3 environmental value and insets of 137.504 t-CO₂ for Scope 3 emissions associated with business travel by air.

Air Pollution Load

	Unit	FY2022	FY2023	FY2024	Scope of data
(1) SOx	Tonnes	11,171	9,556	8,091	
(2) NOx	Tonnes	13,315	11,821	11,773	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, JX Advanced Metals, NIPPO Corporation
(3) Soot	Tonnes	941	801	826	
(4) VOC	Tonnes	12,117	11,114	11,383	ENEOS, ENEOS Xplora, ENEOS Materials

Notes:

Data for the ENEOS Group covers 41 business sites at 24 companies (fiscal 2024).

VOC data for the ENEOS Xplora Group covers the Nakajo Field Office and the Petra Nova Office.

Data for the ENEOS Materials Group covers 9 business sites at 4 companies (fiscal 2024).

Data for the JX Advanced Metals Group covers 46 business sites at 31 companies (fiscal 2024).

Water Use and Discharge

	Unit	FY2022	FY2023	FY2024	Scope of data
Water used (1) + (2) + (3) + (4) + (5)	Million tonnes	1,567.98	1,545.56	1,508.02	
(1) Service water (municipal potable water)	Million tonnes	4.02	3.97	4.41	
(2) Service water (surface water)	Million tonnes	183.34	168.21	161.21	
(3) Harvested rainwater	Million tonnes	0	1.45	1.73	
(4) Groundwater	Million tonnes	20.20	16.50	10.87	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, JX Advanced Metals, NIPPO Corporation
(5) Seawater	Million tonnes	1,360.42	1,355.44	1,329.79	
Water discharged (1) + (2)	Million tonnes	1,455.86	1,452.74	1,372.10	
(1) River discharge	Million tonnes	24.29	24.97	23.58	
(2) Sea discharge	Million tonnes	1,431.56	1,427.77	1,348.52	

Notes:

Data for the ENEOS Group covers 41 business sites at 24 companies (fiscal 2024).

Data for the ENEOS Materials Group covers 9 business sites at 4 companies (fiscal 2024).

Data for the JX Advanced Metals Group covers 46 business sites at 31 companies (fiscal 2024).

Water Pollution Load

	Unit	FY2022	FY2023	FY2024	Scope of data
COD	Tonnes	2,486	2,277	1,441	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, JX Advanced Metals

Notes:

Data for the ENEOS Group covers 41 business sites at 24 companies (fiscal 2024).

Data for the ENEOS Xplora Group covers the Nakajo Field Office.

Data for the ENEOS Materials Group covers 9 business sites at 4 companies (fiscal 2024).

Data for the JX Advanced Metals Group covers 46 business sites at 31 companies (fiscal 2024).

Release and Transfer of Chemical Substances (PRTR)

	Unit	FY2022	FY2023	FY2024	Scope of data
(1) Released	Tonnes	2,575	2,494	2,337	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, JX Advanced Metals, NIPPO Corporation
(2) Transferred	Tonnes	344	675	1,096	

Notes:

Data for the ENEOS Group covers 41 business sites at 24 companies (fiscal 2024).

Data for the ENEOS Xplora Group covers the Nakajo Field Office.

Data for the ENEOS Materials Group covers 9 business sites at 4 companies (fiscal 2024).

Data for the JX Advanced Metals Group covers 17 business sites at 11 companies (fiscal 2024).

Waste

	Unit	FY2022	FY2023	FY2024	Scope of data
Total waste	Tonnes	3,691,031	3,481,738	3,749,443	ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, NIPPO Corporation
Landfill disposal volume	Tonnes	30,085	41,498	28,104	
Waste-to-landfill ratio	%	0.8	1.2	0.8	

Notes:

Data for the ENEOS Group covers 41 business sites at 24 companies (fiscal 2024).

Data for the ENEOS Materials Group covers 9 business sites at 4 companies (fiscal 2024).

Data for the ENEOS Renewable Energy Group covers 1 business site at 1 company (fiscal 2024).

Data for the JX Advanced Metals Group for total waste covers 46 business sites at 31 companies (fiscal 2024) and for landfill disposal volume and waste-to-landfill ratio covers 42 business sites at 27 companies (fiscal 2024).

Environmental Accidents

	FY2022	FY2023	FY2024
Number of environmental accidents	0	0	0
Monetary penalties	Nil	Nil	Nil

Social

- Social information covers ENEOS Holdings, the groups of principal operating companies (ENEOS, ENEOS Xplora ENEOS Materials, ENEOS Power, and ENEOS Renewable Energy), the JX Advanced Metals Group and other operating companies, however, the companies covered vary depending on the information. The breakdown of the totals by company is shown in the tables below.

- The social information indicated with for fiscal 2024 has been assured by an independent practitioner.

Employees (Fiscal 2024)

Item	Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM	
Number of employees (by employment status)									
Male	Full time	12,181	1,000	6,342	324	1,193	203	274	2,845
	Fixed term	237	11	40	27	30	0	11	118
	Non-fixed term (regular employees)	11,944	989	6,302	297	1,163	203	263	2,727
	Other than full time	61	5	37	0	12	0	2	5
	Fixed term	43	0	26	0	12	0	0	5
	Non-fixed term	18	5	11	0	0	0	2	0
	Subtotal	12,242	1,005	6,379	324	1,205	203	276	2,850
	Full time	1,973	339	817	67	189	52	77	432
	Fixed term	60	20	5	3	4	0	3	25
	Non-fixed term (regular employees)	1,913	319	812	64	185	52	74	407
Female	Other than full time	20	1	3	2	0	0	0	14
	Fixed term	7	1	2	2	0	0	0	2
	Non-fixed term	13	0	1	0	0	0	0	12
	Subtotal	1,993	340	820	69	189	52	77	446
	Percentage of female employees	14.0	25.3	11.4	17.6	13.6	20.4	21.8	13.5
	Temporary staff	842	4	657	10	47	44	32	48
	Male	510	1	422	4	24	26	7	26
	Female	332	3	235	6	23	18	25	22
	Percentage of temporary staff	5.6	0.3	8.4	2.5	3.3	14.7	8.3	1.4
	Total	15,077	1,349	7,856	403	1,441	299	385	3,344

Item	Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM
Foreign nationals	94	16	29	7	6	4	7	25
	Male	56	7	15	5	4	3	16
	Female	38	9	14	2	2	1	9
Mid-career hires	3,376	—	984	138	196	113	282	1,663
Number of locally employed staff at overseas sites	4,045	—	991	374	487	3	4	2,186
Managerial staff	578	—	109	78	24	1	0	366

Item	Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM
Number of employees (by category), average age and average years of service								
Managerial staff (regular employees)	2,982	517	1,408	148	198	109	61	541
Male	2,824	451	1,362	137	190	102	60	522
Female	158	66	46	11	8	7	1	19
Percentage of female managerial staff	5.3	12.8	3.3	7.4	4.0	6.4	1.6	3.5
Age	Up to 29 years old	0	0	0	0	0	0	0
	30–49 years old	1,360	272	525	80	81	67	28
	50 years old and over	1,622	245	883	68	117	42	33
	Average age	49.8	49.3	50.4	48.7	51.2	47.9	50.3
Average years of service		23.0	22.1	26.1	19.7	25.0	17.3	5.6
Foreign nationals		11	1	0	5	1	0	1
Mid-career hires		641	110	133	42	4	47	258
Non-managerial staff (regular employees)	10,875	791	5,706	213	1,150	146	276	2,593
Male	9,120	538	4,940	160	973	101	203	2,205
Female	1,755	253	766	53	177	45	73	388
Age	Up to 29 years old	2,952	151	1,650	54	274	41	47
	30–49 years old	5,345	404	2,564	136	646	86	195
	50 years old and over	2,578	236	1,492	23	230	19	34
	Average age	38.6	41.2	38.5	35.9	38.0	35.9	41.3
Average years of service		14.4	15.3	16.7	8.9	13.7	8.0	3.4
Total		13,857	1,308	7,114	361	1,348	255	3,134

Item	Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM	
Average age (regular employees)	40.9	44.3	40.9	41.2	39.4	41.0	40.2	40.1	
	Average age – male	41.1	45.2	41.0	41.1	39.2	41.7	43.2	40.5
	Average age – female	39.7	41.7	39.9	41.5	41.1	38.3	37.2	37.6
Average years of service (regular employees)	16.2	17.9	18.6	13.3	14.9	12.0	3.9	12.5	
	Average years of service – male	16.5	18.2	18.9	13.8	15.1	11.7	3.7	13.0
	Average years of service – female	14.1	17.1	16.6	11.3	14.1	13.0	3.9	9.0

Item		Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM
Number of new hires (regular employees, incl. mid-career hires)									
Male	Up to 29 years old	456	—	228	15	41	9	17	146
	Percentage of regular employees as of March 2025	3.3	—	3.2	4.2	3.0	3.5	5.0	4.7
	30–49 years old	316	—	215	21	13	21	31	15
	Percentage of regular employees as of March 2025	2.3	—	3.0	5.8	1.0	8.2	9.2	0.5
	50 years old and over	35	—	13	1	3	2	14	2
	Percentage of regular employees as of March 2025	0.3	—	0.2	0.3	0.2	0.8	4.2	0.1
	Subtotal	807	—	456	37	57	32	62	163
	Percentage of regular employees as of March 2025	5.8	—	6.4	10.2	4.2	12.5	18.4	5.2
	Up to 29 years old	111	—	57	3	6	2	8	35
	Percentage of regular employees as of March 2025	0.8	—	0.8	0.8	0.4	0.8	2.4	1.1
Female	30–49 years old	54	—	32	4	6	3	6	3
	Percentage of regular employees as of March 2025	0.4	—	0.4	1.1	0.4	1.2	1.8	0.1
	50 years old and over	3	—	1	1	0	0	1	0
	Percentage of regular employees as of March 2025	0.02	—	0.0	0.3	0.0	0.0	0.3	0.0
	Subtotal	168	—	90	8	12	5	15	38
	Percentage of regular employees as of March 2025	1.2	—	1.3	2.2	0.9	2.0	4.5	1.2
	Total	975	—	546	45	69	37	77	201
	Percentage of regular employees as of March 2025	7.0	—	7.7	12.5	5.1	14.5	22.8	6.4

Item		Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM
Employee turnover (regular employees)									
Male	Up to 29 years old	90	1	55	1	6	0	1	26
	Percentage of regular employees as of March 2025	0.6	0.1	0.8	0.3	0.4	0.0	0.3	0.8
	30–49 years old	137	2	48	4	13	5	16	49
	Percentage of regular employees as of March 2025	1.0	0.2	0.7	1.1	1.0	2.0	4.7	1.6
	50 years old and over	107	10	45	5	19	1	8	19
	Percentage of regular employees as of March 2025	0.8	0.8	0.6	1.4	1.4	0.4	2.4	0.6
	Subtotal	334	13	148	10	38	6	25	94
	Percentage of regular employees as of March 2025	2.4	1.0	2.1	2.8	2.8	2.4	7.4	3.0
	Up to 29 years old	22	0	11	0	3	1	1	6
	Percentage of regular employees as of March 2025	0.2	0.0	0.2	0.0	0.2	0.4	0.3	0.2
Female	30–49 years old	26	3	10	2	1	1	3	6
	Percentage of regular employees as of March 2025	0.2	0.2	0.1	0.6	0.1	0.4	0.9	0.2
	50 years old and over	16	3	8	0	3	0	2	0
	Percentage of regular employees as of March 2025	0.1	0.2	0.1	0.0	0.2	0.0	0.6	0.0
	Subtotal	64	6	29	2	7	2	6	12
	Percentage of regular employees as of March 2025	0.5	0.5	0.4	0.6	0.5	0.8	1.8	0.4
	Total	398	19	177	12	45	8	31	106
	Percentage of regular employees as of March 2025	2.9	1.5	2.5	3.3	3.3	3.1	9.2	3.4

Item		Total	HD	ENEOS	Xplora	ENS	Power	ERE	JXAM
Employment rate of persons with disabilities (%)		2.7	—	2.6	3.6	2.5	—	0.7	2.8
Number of employees re-employed after mandatory retirement		742	104	471	29	23	6	3	106
Wages	Average wage gap between male and female employees (regular employees) (%)	—	—	75.3	77.7	71.8	—	73.8	71.8
Paid annual leave	Average number of days of paid annual leave granted	21.8	—	21.9	21.5	20.5	20.1	13.2	21.7
	Average number of days of paid annual leave taken	19.6	—	21.2	17.4	18.2	16.1	8.8	17.8
	Usage rate of paid annual leave (%)	89.7	—	96.9	80.8	88.7	80.2	66.8	82.0
Number of employees taking family care leave		10	—	7	0	0	0	0	3
Childbirth/childcare	Number of employees taking childcare leave	440	—	291	13	44	7	16	69
	Male employees	384	—	265	12	39	7	13	48
	Percentage of male employees taking childcare leave	92.3	—	101.5	80.0	97.5	100.0	100.0	60.0
	Percentage of employees returning to work after giving birth or taking childcare leave	100.0	—	100.0	100.0	100.0	100.0	100.0	100.0
	Percentage still employed 12 months after returning to work	97.4	—	97.3	100.0	95.9	—	100.0	100.0
Labor unions	Number of members	11,666	No labor unions	7,138	No labor unions	1,062	No labor unions	No labor unions	3,466
	Membership rate (%)	93.3	No labor unions	99.6	No labor unions	100.0	No labor unions	No labor unions	80.9
Participation rate for regular health checkups (%)		99.96	100.0	100.0	100.0	100.0	100.0	98.0	100.0

Notes:

Employees of ENEOS Holdings are seconded from operating companies. Employees of ENEOS do not include employees belonging to joint departments with ENEOS Holdings.

The number of new hires, the number of mid-career hires, the employment rate of persons with disabilities, the number of days of paid annual leave granted/taken, the number of employees taking family care leave, and the taking of leave for childbirth and childcare for ENEOS Holdings are accounted for at employees' companies of origin.

The average wage gap between male and female employees for ENEOS Holdings and ENEOS Power is calculated by ENEOS, the company from which employees are seconded. The wage gap arises from the ratio of male to female managers and other factors. However, there are no gender-based differences in the wage system; the wage gap is due to differences in the number of employees according to job qualifications.

The names of the companies in the tables are as follows:

HD: ENEOS Holdings, Xplora: ENEOS Xplora, ENS: ENEOS Materials, Power: ENEOS Power, ERE: ENEOS Renewable Energy, and JXAM: JX Advanced Metals.

Training Hours in Fiscal 2024

Item	Total	HD, ENEOS	Xplora	ENS	Power	ERE	JXAM
Total training hours	567,071	492,979	9,003	18,194	2,726	4,115	40,054
Training hours per employee	39.8	57.7	22.9	13.1	10.7	11.7	12.2
Total training costs (thousand yen)	795,488	559,546	160,815	24,863	5,600	44,665	—
Training costs per employee (thousand yen)	73.4	65.5	409.2	17.8	22.0	126.5	—

Notes:

All training conducted by ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, and JX Advanced Metals, as well as all training conducted by the Human Resources Dept. of ENEOS Materials and the Human Resources Dept. of ENEOS Renewable Energy, compiled by company.

The names of the companies in the table are as follows:

HD: ENEOS Holdings, Xplora: ENEOS Xplora, ENS: ENEOS Materials, Power: ENEOS Power, ERE: ENEOS Renewable Energy, and JXAM: JX Advanced Metals.

Occupational Injuries

Item	FY2022	FY2023	FY2024	Scope of data
Number of occupational injuries (persons) <input checked="" type="checkbox"/>				
Directly hired employees	Subtotal	12	19	45
	Fatalities	0	0	0
	Lost work time	12	19	45
Contractors (contractor companies, etc.)	Subtotal	17	21	42
	Fatalities	0	0	1
	Lost work time	17	21	41
Total	29	40	87	ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, and their group companies
Occupational injury frequency rate <input checked="" type="checkbox"/>	0.22	0.20	0.17	
Occupational injury severity rate <input checked="" type="checkbox"/>	0.02	0.01	0.01	
Number of lost work days due to occupational injuries (days) <input checked="" type="checkbox"/>	459 ¹	290	150 ²	Refineries, plants, and business sites of ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, and JX Advanced Metals

Notes:

Number of contractors in "Number of occupational injuries" is for reference.

Scope of data for the number of occupational injuries for fiscal 2023 and before: ENEOS Holdings, ENEOS, ENEOS Xplora, JX Advanced Metals, and their group companies (excluding ENEOS sales and distribution group companies).

Scope of data for occupational injury frequency rate, occupational injury severity rate, and lost work days due to occupational injuries: Employees directly employed by 11 ENEOS refineries and plants, 4 ENEOS Xplora business sites (Vietnam, Kuala Lumpur, Nakajo, and Petra Nova), 3 ENEOS Materials plants (Yokkaichi Plant, Chiba Plant, and Kashima Plant), 3 ENEOS Power business sites (Goi Thermal Power Plant, ENEOS Biomass Power Muroran, and KAWASAKI NATURAL GAS POWER GENERATION), ENEOS Renewable Energy Management, and the JX Advanced Metals head office and 4 business sites (Hitachi, Isohara, Kurami, and Saganoseki).

Fiscal 2023 and before: Employees directly employed by 11 ENEOS refineries and plants, 4 ENEOS Xplora business sites (Vietnam, Kuala Lumpur, Nakajo, and Petra Nova), and the JX Advanced Metals head office and 5 business sites (Hitachi, Isohara, Kurami, Tsuruga, and Saganoseki).

1 Number of lost work days as of August 31, 2023.

2 Number of lost work days as of August 31, 2025.

Item	FY2022	FY2023	FY2024	Scope of data
Total recordable incident rate (TRIR)				
Directly hired employees	1.00	0.94	1.92	
Contractors (contractor companies, etc.)	2.59	2.45	2.71	
Total	1.87	1.77	2.24	
Lost time injury rate (LTIR)				
Directly hired employees	0.19	0.15	0.67	
Contractors (contractor companies, etc.)	0.51	0.45	0.90	
Total	0.37	0.31	0.76	

Notes:

TRIR: Number of occupational injuries per one million work hours (non-lost-time occupational injuries + lost-time occupational injuries and fatalities)

LTIR: Number of lost-time occupational injuries and fatalities per one million work hours

Scope of data for TRIR and LTIR: Employees and employees of contractor companies of ENEOS Holdings, ENEOS, ENEOS Xplora, ENEOS Materials, ENEOS Power, ENEOS Renewable Energy, JX Advanced Metals, and their group companies.

Fiscal 2023 and before: Employees of ENEOS Holdings, ENEOS head office and 11 refineries and plants, ENEOS Xplora head office and 4 business sites, and JX Advanced Metals head office and 5 business sites.

TRIR excludes heat stroke (first aid). (Number of cases of heat stroke [first aid] involving directly hired employees and contractors: 23 in fiscal 2022, 38 in fiscal 2023, and 40 in fiscal 2024).

ENEOS Group Safety Education Center Training Participation

	FY2022	FY2023	FY2024	Scope of data
Number of participants	1,013	1,183	1,162	ENEOS, ENEOS Xplora, JX Advanced Metals, affiliated Group companies, contractor companies, etc.

December 5, 2025

Mr. Tomohide Miyata
Representative Director, CEO,
ENEOS Holdings, Inc.

Tomoharu Hase
Representative Director
Deloitte Tohmatsu Sustainability Co., Ltd.
3-2-3, Marunouchi, Chiyoda-ku, Tokyo

We have undertaken a limited assurance engagement of the environmental information and the social information indicated with for the year ended March 31, 2025 (the "Sustainability Information") included in the "ENEOS REPORT ESG DATA BOOK 2025 (PDF)" (the "Report") of ENEOS Holdings, Inc. (the "Company").

The Company's Responsibility

The Company is responsible for the preparation of the Sustainability Information in accordance with the calculation and reporting criteria adopted by the Company (as described on the site of Editorial Policy and Data, and indicated with the Sustainability Information of the Report). Greenhouse gas quantification is subject to inherent uncertainty for reasons such as incomplete scientific knowledge used to determine emissions factors and numerical data needed to combine emissions of different gases.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. We apply International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements ("ISAE") 3000, *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board ("IAASB"), ISAE 3410, *Assurance Engagements on Greenhouse Gas Statements*, issued by the IAASB and the *Practical Guideline for the Assurance of Sustainability Information*, issued by the Japanese Association of Assurance Organizations for Sustainability Information.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. These procedures also included the following:

- Evaluating whether the Company's methods for estimates are appropriate and had been consistently applied. However, our procedures did not include testing the data on which the estimates are based or reperforming the estimates.
- Undertaking site visits to assess the completeness of the data, data collection methods, source data and relevant assumptions applicable to the sites.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information is not prepared, in all material respects, in accordance with the calculation and reporting criteria adopted by the Company.

The above represents a translation, for convenience only, of the original Independent Practitioner's Assurance report issued in the Japanese language.

Comparative Table with GRI Standards

Statement of Use	The ENEOS Group has reported the information cited in this GRI content index for the period from April 1, 2024 to March 31, 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Universal Standard

GRI 2: General Disclosures 2021

1. The organization and its reporting practices		Where to find	
2-1	Organizational details	> Corporate Data	-
		> ENEOS Group Locations Across the World	-
2-2	Entities included in the organization's sustainability reporting	> Editorial Policy	P2
		> Annual Securities Report (Available in Japanese only)	-
2-3	Reporting period, frequency and contact point	> Editorial Policy	P2
		> Annual Securities Report (Available in Japanese only)	-
2-4	Restatements of information	> Data	P155
2-5	External assurance	> Independent Practitioner's Assurance Report	P169
2. Activities and workers		Where to find	
2-6	Activities, value chain and other business relationships	> Business Segments	-
		> ENEOS Group Locations Across the World	-
		> ENEOS REPORT Integrated Report	-
		> Supply Chain Management	P118
2-7	Employees	> Data	P160
2-8	Workers who are not employees	> Data	P160

3. Governance		Where to find	
2-9	Governance structure and composition	> Corporate Governance Framework	P134
		> ESG Management Structure	P6
2-10	Nomination and selection of the highest governance body	> Corporate Governance Framework	P134
		> ENEOS REPORT Integrated Report 	-
		> Corporate Governance Report (Available in Japanese only) (PDF : 244KB) 	-
		> Basic Policy on Corporate Governance of ENEOS Group (PDF : 252KB) 	-
2-11	Chair of the highest governance body	> Corporate Governance Framework	P134
2-12	Role of the highest governance body in overseeing the management of impacts	> ESG Management Structure	P6
		> Corporate Governance Framework	P134
		> Risk Management	P146
		> Our Response to Climate Change Risks and Opportunities (TCFD)	P63
2-13	Delegation of responsibility for managing impacts	> ESG Management Structure	P6
2-14	Role of the highest governance body in sustainability reporting	> ESG Management Structure	P6
2-15	Conflicts of interest	> Corporate Governance Framework	P134
		> Corporate Governance Report (Available in Japanese only) (PDF : 244KB) 	-
		> Basic Policy on Corporate Governance of ENEOS Group (PDF : 252KB) 	-
2-16	Communication of critical concerns	> Risk Management	P146
		> Compliance	P150
2-17	Collective knowledge of the highest governance body	> Corporate Governance Framework	P134
2-18	Evaluation of the performance of the highest governance body	> Evaluation of the Effectiveness of the Board of Directors	P140

2-19	Remuneration policies	> Determination of Director Remuneration	P143
		> ENEOS REPORT Integrated Report 	-
		> Corporate Governance Report (Available in Japanese only) (PDF : 244KB) 	-
		> Basic Policy on Corporate Governance of ENEOS Group (PDF : 252KB) 	-
2-20	Process to determine remuneration	> Determination of Director Remuneration	P143
		> ENEOS REPORT Integrated Report 	-
		> Corporate Governance Report (Available in Japanese only) (PDF : 244KB) 	-
		> Basic Policy on Corporate Governance of ENEOS Group (PDF : 252KB) 	-
2-21	Annual total compensation ratio	-	-
4. Strategy, policies and practices		Where to find	
2-22	Statement on sustainable development strategy	> ENEOS REPORT Integrated Report 	-
2-23	Policy commitments	> ENEOS REPORT Integrated Report 	-
		> ENEOS Group Philosophy 	-
		> ENEOS Group Code of Conduct 	-
		> ENEOS Group Policies 	-
		> ESG Management	P6
		> Human Rights	P81
2-24	Embedding policy commitments	> ENEOS REPORT ESG DATA BOOK (ESG Management, Environmental, Social, Governance)	P6, P21, P72, P133
		> ENEOS REPORT Integrated Report 	-
2-25	Processes to remediate negative impacts	> Human Rights (Consultation Contact Points (Remedy Measures))	P88
		> Quality (Initiatives at the Customer Service Center)	P117
2-26	Mechanisms for seeking advice and raising concerns	> Compliance	P150
		> Human Rights (Consultation Contact Points (Remedy Measures))	P88

2-27	Compliance with laws and regulations	> Compliance	P150
		> Preventing Environmental Accidents	P29
		> Data	P159
2-28	Membership associations	> Participation in Initiatives and Organizations	P18
		> Communication with Industry Organizations	P20
5. Stakeholder engagement		Where to find	
2-29	Approach to stakeholder engagement	> Stakeholder Engagement	P17
2-30	Collective bargaining agreements	> Labor-Management Negotiations on Appropriate Labor Conditions	P89
		> Data	P166

| GRI 3: Material Topics 2021

		Where to find	Sector Standard reference number	
3-1	Process to determine material topics	> ESG Management		P6
3-2	List of material topics	> Verifying and Identifying Material ESG Issues		P7
3-3	Management of material topics	> Verifying and Identifying Material ESG Issues		P7
		> ESG Management Structure	11.1.1 11.2.1 11.3.1 11.4.1 11.5.1 11.6.1 11.8.1 11.9.1	P6
		> Environmental Management		P22

Topic Standards/Sector Standards

Topics with reference numbers in the Sector Standard column (GRI 11: Oil and Gas Sector 2021) have been selected as material ESG issues.

ECONOMIC

GRI 201: Economic Performance 2016		Where to find	Sector Standard reference number	
201-1	Direct economic value generated and distributed	> Annual Securities Report (Available in Japanese only) □		-
201-2	Financial implications and other risks and opportunities due to climate change	> Annual Securities Report (Available in Japanese only) □		-
		> Our Response to Climate Change Risks and Opportunities (TCFD)		P63
		> Environmental Management		P22
201-3	Defined benefit plan obligations and other retirement plans	-		
201-4	Financial assistance received from government	-		
GRI 202: Market Presence 2016		Where to find	Sector Standard reference number	
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-		
202-2	Proportion of senior management hired from the local community	-		
GRI 203: Indirect Economic Impacts 2016		Where to find	Sector Standard reference number	
203-1	Infrastructure investments and services supported	> Social Contribution		P125
203-2	Significant indirect economic impacts	-		
GRI 204: Procurement Practices 2016		Where to find	Sector Standard reference number	
204-1	Proportion of spending on local suppliers	-		
GRI 205: Anti-Corruption 2016		Where to find	Sector Standard reference number	
205-1	Operations assessed for risks related to corruption	> Compliance (Prevention of Bribery and Corruption)		P153
205-2	Communication and training on anti-corruption policies and procedures	> Compliance		P150
205-3	Confirmed incidents of corruption and actions taken	> Compliance (Prevention of Bribery and Corruption)		P153

GRI 206: Anti-Competitive Behavior 2016		Where to find	Sector Standard reference number	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	> Compliance		P150
GRI 207: Tax 2019		Where to find	Sector Standard reference number	
207-1	Approach to tax	> Honoring Tax Liabilities		P154
207-2	Tax governance, control, and risk management	-		
207-3	Stakeholder engagement and management of concerns related to tax	-		
207-4	Country-by-country reporting	-		

ENVIRONMENTAL

GRI 301: Materials 2016		Where to find	Sector Standard reference number	
301-1	Materials used by weight or volume	> Overview of the ENEOS Group's Environmental Impact		P27
301-2	Recycled input materials used	-		
301-3	Reclaimed products and their packaging materials	-		
GRI 302: Energy 2016		Where to find	Sector Standard reference number	
302-1	Energy consumption within the organization	> Overview of the ENEOS Group's Environmental Impact	11.1.2	P27
		> Data		P156
302-2	Energy consumption outside of the organization	-		
302-3	Energy intensity	> Energy Conservation at Production Sites	11.1.4	P33
		> Data		P156
302-4	Reduction of energy consumption	> Energy Conservation at Production Sites		P33
		> Data		P156
302-5	Reductions in energy requirements of products and services	-		

GRI 303: Water and Effluents 2018		Where to find	Sector Standard reference number	
303-1	Interactions with water as a shared resource	> Effective Utilization of Water Resources and Preventing Water Pollution	11.6.2	P55
		> Overview of the ENEOS Group's Environmental Impact		P27
303-2	Management of water discharge-related impacts	> Effective Utilization of Water Resources and Preventing Water Pollution	11.6.3	P55
303-3	Water withdrawal	> Effective Utilization of Water Resources and Preventing Water Pollution	11.6.4	P55
		> Data		P158
303-4	Water discharge	> Effective Utilization of Water Resources and Preventing Water Pollution	11.6.5	P55
		> Data		P158
303-5	Water consumption	> Effective Utilization of Water Resources	11.6.6	P55
GRI 304: Biodiversity 2016		Where to find	Sector Standard reference number	
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	> Biodiversity	11.4.2	P57
304-2	Significant impacts of activities, products, and services on biodiversity	> Biodiversity	11.4.3	P57
304-3	Habitats protected or restored	> Biodiversity	11.4.4	P57
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	> Biodiversity	11.4.5	P57
GRI 305: Emissions 2016		Where to find	Sector Standard reference number	
305-1	Direct (Scope 1) GHG emissions	> Overview of the ENEOS Group's Environmental Impact	11.1.5	P27
		> Prevention of Global Warming		P30
		> Data		P156
305-2	Energy indirect (Scope 2) GHG emissions	> Overview of the ENEOS Group's Environmental Impact	11.1.6	P27
		> Prevention of Global Warming		P30
		> Data		P156

305-3	Other indirect (Scope 3) GHG emissions	> Overview of the ENEOS Group's Environmental Impact	11.1.7	P27
		> Prevention of Global Warming		P30
		> Data		P157
305-4	GHG emissions intensity	-		
305-5	Reduction of GHG emissions	> Prevention of Global Warming	11.2.3	P30
		> Data		P156
305-6	Emissions of ozone-depleting substances (ODS)	-		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	> Prevention of Air Pollution	11.3.2	P53
		> Data		P158
GRI 306: Waste 2020		Where to find	Sector Standard reference number	
306-1	Waste generation and significant waste-related impacts	> The 3Rs (Reduce, Reuse, Recycle)	11.5.2	P45
		> Management of Chemical Substances		P51
306-2	Management of significant waste-related impacts	> The 3Rs (Reduce, Reuse, Recycle)	11.5.3	P45
		> Management of Chemical Substances		P51
306-3	Waste generated	> The 3Rs (Reduce, Reuse, Recycle)	11.5.4	P45
306-4	Waste diverted from disposal	> The 3Rs (Reduce, Reuse, Recycle)	11.5.5	P45
306-5	Waste directed to disposal	> The 3Rs (Reduce, Reuse, Recycle)	11.5.6	P45
		> Overview of the ENEOS Group's Environmental Impact		P27
GRI 308: Supplier Environmental Assessment 2016		Where to find	Sector Standard reference number	
308-1	New suppliers that were screened using environmental criteria	-		
308-2	Negative environmental impacts in the supply chain and actions taken	> Supply Chain Management (CSR Procurement)		P119

SOCIAL

GRI 401: Employment 2016		Where to find	Sector Standard reference number	
401-1	New employee hires and employee turnover	> Data		P164
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-		
401-3	Parental leave	> Healthy Work Environment (Work-Life Management)		P110
		> Data		P166
GRI 402: Labor/Management Relations 2016		Where to find	Sector Standard reference number	
402-1	Minimum notice periods regarding operational changes	> Human Rights (Labor-Management Negotiations on Appropriate Labor Conditions)		P89
GRI 403: Occupational Health and Safety 2018		Where to find	Sector Standard reference number	
403-1	Occupational health and safety management system	> Operation of Safety Management System and Status of Certification	11.9.2	P74
403-2	Hazard identification, risk assessment, and incident investigation	> Safety (Major Initiatives)	11.9.3	P76
403-3	Occupational health services	> Industrial Hygiene at Refineries and Other Production Sites	11.9.4	P100
403-4	Worker participation, consultation, and communication on occupational health and safety	> Health (Structure)	11.9.5	P99
403-5	Worker training on occupational health and safety	> Safety (Major Initiatives)	11.9.6	P76
403-6	Promotion of worker health	> Health	11.9.7	P97
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	> Safety		P73
		> Industrial Hygiene at Refineries and Other Production Sites	11.9.8	P100
403-8	Workers covered by an occupational health and safety management system	> Safety	11.9.9	P73
403-9	Work-related injuries	> Results of Major Initiatives for Ensuring Safety		P75
		> Data		P167
403-10	Work-related ill health	> Industrial Hygiene at Refineries and Other Production Sites		P100

GRI 404: Training and Education 2016		Where to find	Sector Standard reference number	
404-1	Average hours of training per year per employee	> Human Resource Development	11.10.6	P90
		> Data	11.11.4	P167
404-2	Programs for upgrading employee skills and transition assistance programs	> Human Resource Development	11.7.3 11.10.7	P90
404-3	Percentage of employees receiving regular performance and career development reviews	> Human Resource Development (Main Human Resource Development Programs)		P92
GRI 405: Diversity and Equal Opportunity 2016		Where to find	Sector Standard reference number	
405-1	Diversity of governance bodies and employees	> Corporate Governance Framework		P134
		> Healthy Work Environment (Diversity, Equity, and Inclusion)	11.11.5	P105
		> Data		P160
405-2	Ratio of basic salary and remuneration of women to men	> Annual Securities Report (Available in Japanese only) ☐	11.11.6	-
GRI 406: Non-Discrimination 2016		Where to find	Sector Standard reference number	
406-1	Incidents of discrimination and corrective actions taken	> Initiatives for Business and Human Rights		P84
GRI 407: Freedom of Association and Collective Bargaining 2016		Where to find	Sector Standard reference number	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	> Supply Chain Management (CSR Procurement)		P119
GRI 408: Child Labor 2016		Where to find	Sector Standard reference number	
408-1	Operations and suppliers at significant risk for incidents of child labor	> Human Rights (Preventing Forced Labor and Child Labor)		P89
		> Supply Chain Management (CSR Procurement)		P119
GRI 409: Forced or Compulsory Labor 2016		Where to find	Sector Standard reference number	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	> Human Rights (Preventing Forced Labor and Child Labor)		P89
		> Supply Chain Management (CSR Procurement)		P119

GRI 410: Security Practices 2016		Where to find	Sector Standard reference number	
410-1	Security personnel trained in human rights policies or procedures	-		
GRI 411: Rights of Indigenous Peoples 2016		Where to find	Sector Standard reference number	
411-1	Incidents of violations involving rights of indigenous peoples	-		
GRI 412: Human Rights Assessment 2016		Where to find	Sector Standard reference number	
412-1	Operations that have been subject to human rights reviews or impact assessments	> Initiatives for Business and Human Rights		P84
		> Supply Chain Management (Confronting the Issue of Conflict Minerals)		P123
412-2	Employee training on human rights policies or procedures	> Human Rights (Raising Awareness of Human Rights through Training and E-learning)		P84
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	-		
GRI 413: Local Communities 2016		Where to find	Sector Standard reference number	
413-1	Operations with local community engagement, impact assessments, and development programs	> Social Contribution		P125
		> Initiatives at the Customer Service Center		P117
413-2	Operations with significant actual and potential negative impacts on local communities	-		
GRI 414: Supplier Social Assessment 2016		Where to find	Sector Standard reference number	
414-1	New suppliers that were screened using social criteria	-		
414-2	Negative social impacts in the supply chain and actions taken	> Supply Chain Management (CSR Procurement)	11.10.9	P119
GRI 415: Public Policy 2016		Where to find	Sector Standard reference number	
415-1	Political contributions	> Compliance		P153

GRI 416: Customer Health and Safety 2016		Where to find	Sector Standard reference number	
416-1	Assessment of the health and safety impacts of product and service categories	> Quality (Initiatives at Manufacturing Sites)		P115
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	> Inspection of Quality Management Systems		P116
GRI 417: Marketing and Labeling 2016		Where to find	Sector Standard reference number	
417-1	Requirements for product and service information and labeling	> Guidelines on Chemical Substances in Our Products and Management of Chemical Substances		P52
		> SDS		-
417-2	Incidents of non-compliance concerning product and service information and labeling	> Inspection of Quality Management Systems		P116
417-3	Incidents of non-compliance concerning marketing communications	> Quality (Advertising Activities)		P117
GRI 418: Customer Privacy 2016		Where to find	Sector Standard reference number	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	> Information Security		P149