



[Translation]

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To whom it may concern:

Company name: ENEOS Holdings, Inc.
Representative: Miyata Tomohide
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Reforming the ENEOS Group Management Structure

As announced in the “Notice Regarding Formulation of ENEOS Group Third Medium-Term Management Plan” dated May 11, 2023, ENEOS Holdings, Inc. (Representative Director: Miyata Tomohide; the “Company”) announces that, at a meeting of the Board of Directors held today, it decided that on April 1, 2024, it will cease management of the Company and ENEOS Corporation (Representative Director: Miyata Tomohide; “ENEOS”) in an integrated manner with the conversion of the ENEOS Group (the “Group”) to a structure with six principal operating companies, and also introduce a Group Chief Officer system, in order to strongly advance portfolio management by formulating Group-wide management strategies while being involved in important business strategies of its principal operating companies as necessary.

1. Cease management of the Company and ENEOS in an integrated manner

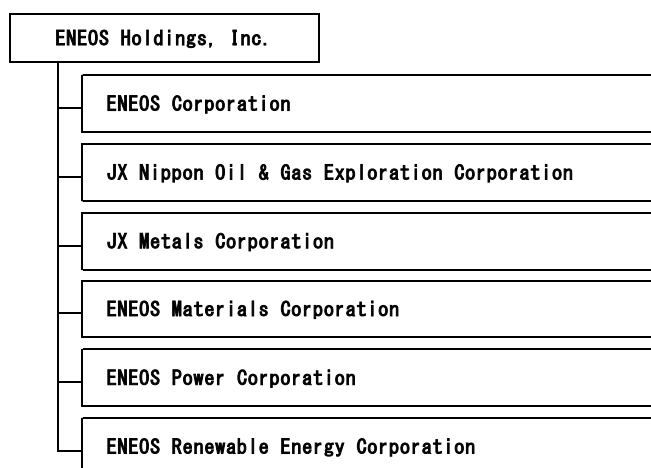
The Company has announced a new Long-Term Vision (“The ENEOS Group is taking on the challenge of achieving both a stable supply of energy and materials and the realization of a carbon-neutral society”) that must be fulfilled for the Group to continue to be a company that is needed by society.

As part of the measures to achieve this, we have been considering the optimal management structure for the Group in light of the conversion of the High Performance Materials business, the Electricity and City Gas business and the Renewable Energy business into separate companies and the transition to a structure with six principal operating companies in April 2024.

As a result, the Company decided to cease management of the Company and ENEOS in an integrated manner and appoint separate CEO/Presidents for the Company and ENEOS in order to strongly advance portfolio management under the Company’s strong leadership.

Even after ceasing to manage the Company and ENEOS in an integrated manner, the Company will maintain the speed of decision-making and business execution by accepting human resources who are familiar with the businesses of the principal operating companies, including ENEOS, and working in cooperation with each company.

New Group Structure (April 2024)



2. Introduce Group Chief Officer system

As part of strengthening of the Company's functions, the Company will appoint Chief Officers in the roles below to contribute to the achievement of the Long-Term Vision and the Third Medium-Term Management Plan (FY2023-FY2025). Chief Officers will enhance Group governance by strengthening collaboration among principal operating companies, optimizing resource allocation, etc.

The Company will also convene committees chaired by Chief Officers as necessary and cooperate with each principal operating company.

Post	Role
CFO (Chief Financial Officer)	Formulate and enhance Group strategies from a financial perspective and advance dialogue with investors to realize enhancement of corporate value
CHRO (Chief Human Resources Officer)	Formulate and enhance Group human resource strategies and also execute human capital management through talent management
CCO (Chief Compliance Officer)	Formulate and instill Group compliance policy and also execute Group-wide risk management from a legal perspective and contribute to advancement of businesses by overseeing legal support for key cases
CTO (Chief Technology Officer)	Contribute to the enhancement of business strategies by determining Group technological direction for the carbon-neutral society

3. Appointment of Group Chief Officers (April 1, 2024)

Name	Current Position	New Position
Tanaka Soichiro	Senior Vice President, in charge of Corporate Planning Dept. / Corporate Strategic Investment Dept./ Controller Dept./ Finance Dept. / Investor Relations Dept./ Public Relations Dept. / Crisis Management Dept.	Executive Vice President, CFO
Fujiyama Yuichiro	Senior Vice President, in charge of Safety, Health & Environment Dept. / Quality Assurance Dept. / Emerging Business Development Dept.	Senior Vice President, CTO in charge of Emerging Business Development Dept. / Central Technical Research Laboratory
Funo Atsuko	Executive Officer, General Manager, Public Relations Dept.	Senior Vice President, CHRO in charge of Secretariat / Human Resources Dept. / Public Relations Dept.
Araki Nobuyuki	Executive Officer, General Manager, Legal & Corporate Affairs Dept.	Senior Vice President, CCO in charge of General Administration Dept. / Legal & Corporate Affairs Dept. / Safety, Health & Environment Dept. / Quality Assurance Dept.

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