



ENEOS

The 44th JCCP International Symposium

Visualizing Potential for the Future:

ENEOS's Approach to Strategic Talent Development

ENEOS Group Business Overview by Segment

Petroleum Products

■ Base and Materials businesses



• Refining and sales of petroleum products

ENEOS service stations nationwide



• Development, production and sales of lubricant products

• Production and sales of petrochemicals

Domestic market share of petroleum products¹

Approx. 50%

Operating at
**23 locations in
16 countries overseas**

■ Low-carbon business



• Biofuel supply

Aim to produce 400,000 KL of SAF annually beyond FY2028

■ Decarbonization business



• Promote the early development and implementation of value chains, in collaboration with the government and other companies for the deployment of next-generation decarbonization technologies such as **hydrogen and synthetic fuels**

High Performance Materials



▲ Fuel-efficient tire materials

• Manufacturing and sales of high-performance materials such as elastomers

Product lineups that contribute to the reduction of environmental impacts and hold world-class technologies

Oil and Natural Gas E&P

■ E&P



▲ Rang Dong oil field

■ CCS²/CCUS³



▲ Petra Nova CCUS project

• Exploration, production, and sales of petroleum and natural gas

Oil and natural gas production (equity interest basis)
95.0 thousand barrels/day
Crude oil equivalent (FY2024 actual)

• Promotion of CCS/CCUS projects

Promoting initiatives for the **early implementation of CCS/CCUS both domestically and internationally**

Electricity



▲ Goi Thermal Power Plant

• Centered around an **integrated power supply system from generation to retail**, expanding our VPP, urban gas, and overseas businesses

Power generation capacity
2.20GW
(As of June.30, 2025)

Renewable Energy



▲ Uruma Mega Solar

• Development, generation and sales of renewable energy

Power generation capacity ⁴
(In operation + under construction)
1.38GW
(As of June.30, 2025)

¹ Sum of gasoline, kerosene, diesel fuel and fuel oil A

² Carbon dioxide capture and storage

³ Carbon dioxide capture, utilization and storage

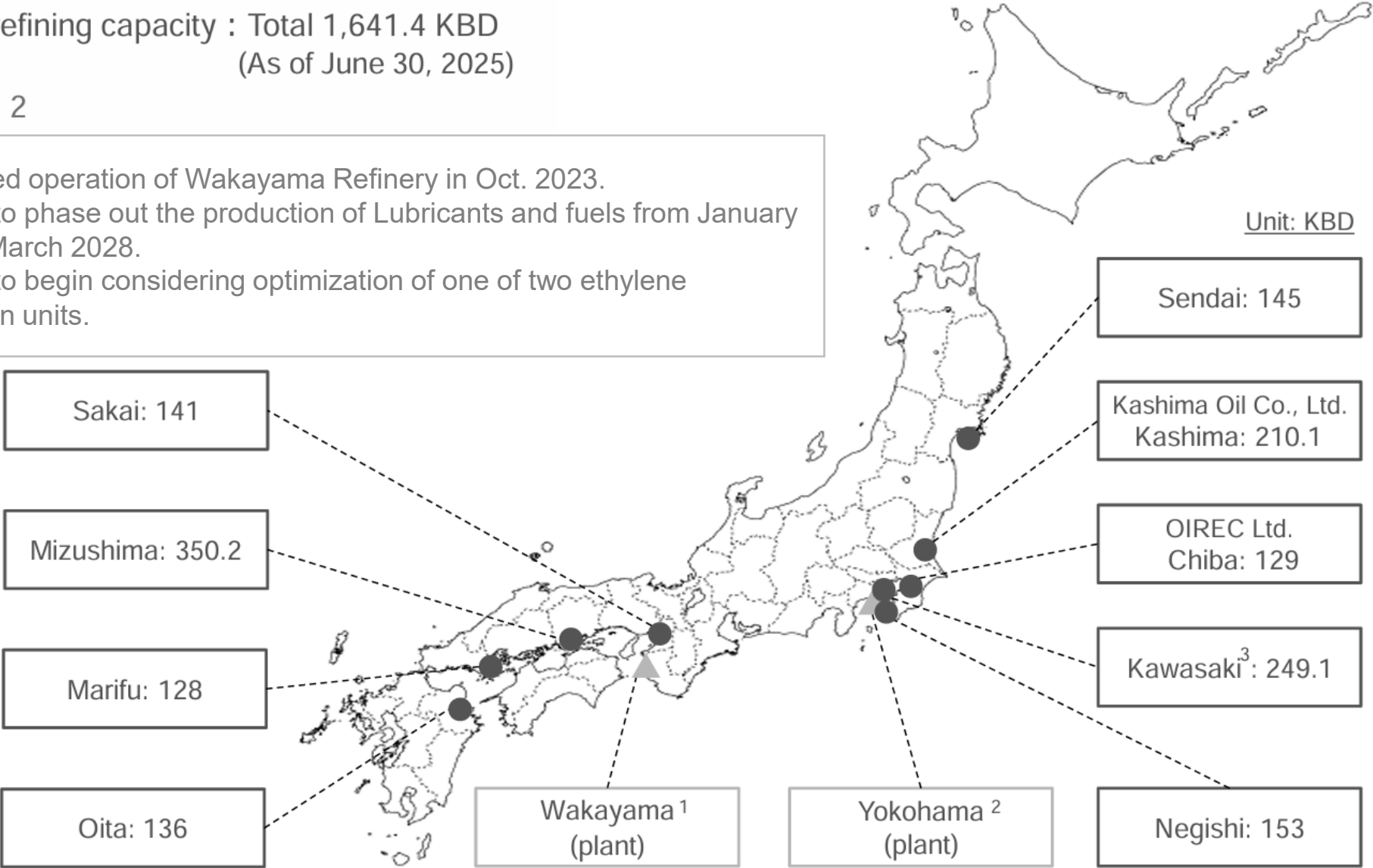
⁴ Capacity based on equity ratio of the ENEOS Group (including equity in the Electricity segment)

ENEOS Group Refineries and Plants

- Refineries : 9
Crude refining capacity : Total 1,641.4 KBD
(As of June 30, 2025)

- ▲ Plants : 2

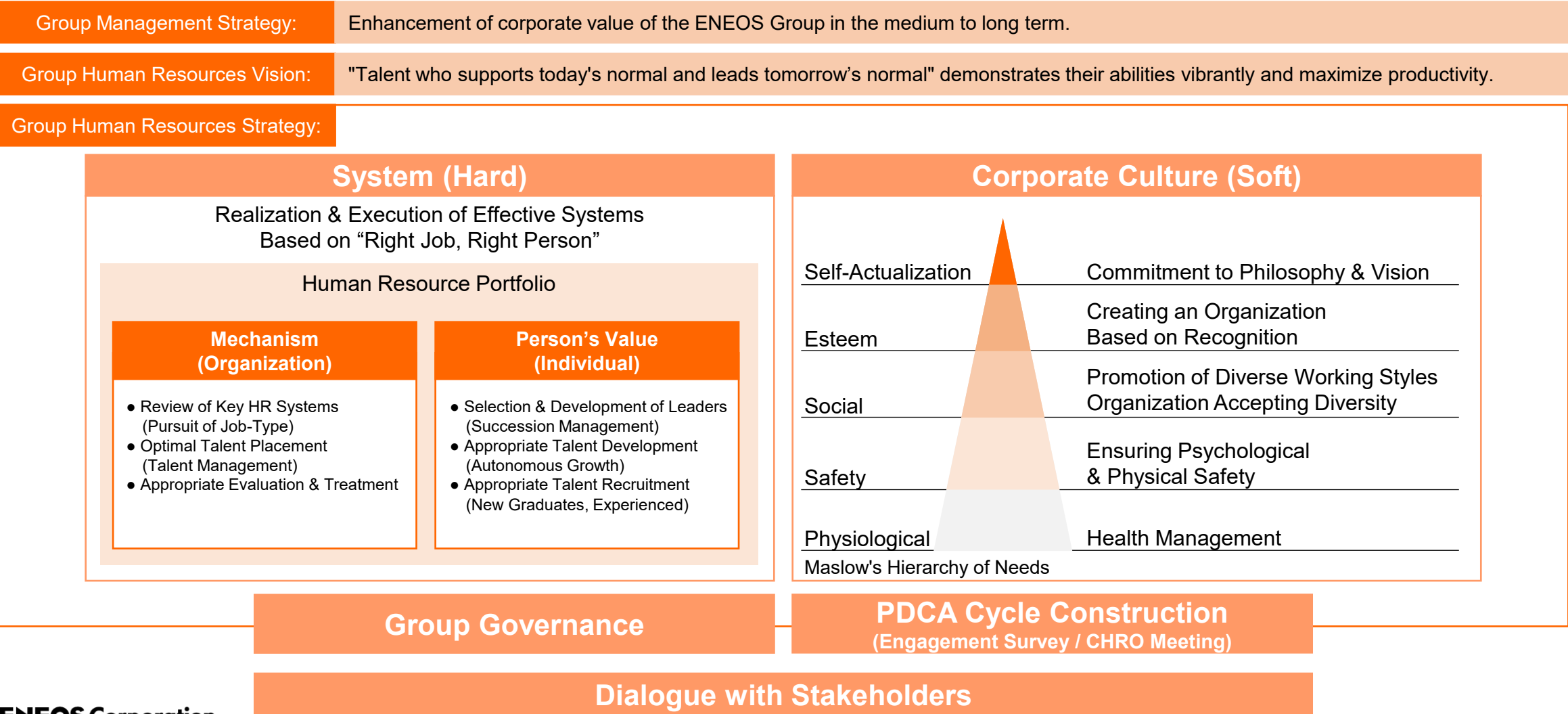
¹ Terminated operation of Wakayama Refinery in Oct. 2023.
² Decided to phase out the production of Lubricants and fuels from January 2026 to March 2028.
³ Decided to begin considering optimization of one of two ethylene production units.



Promotion of Human Capital Management

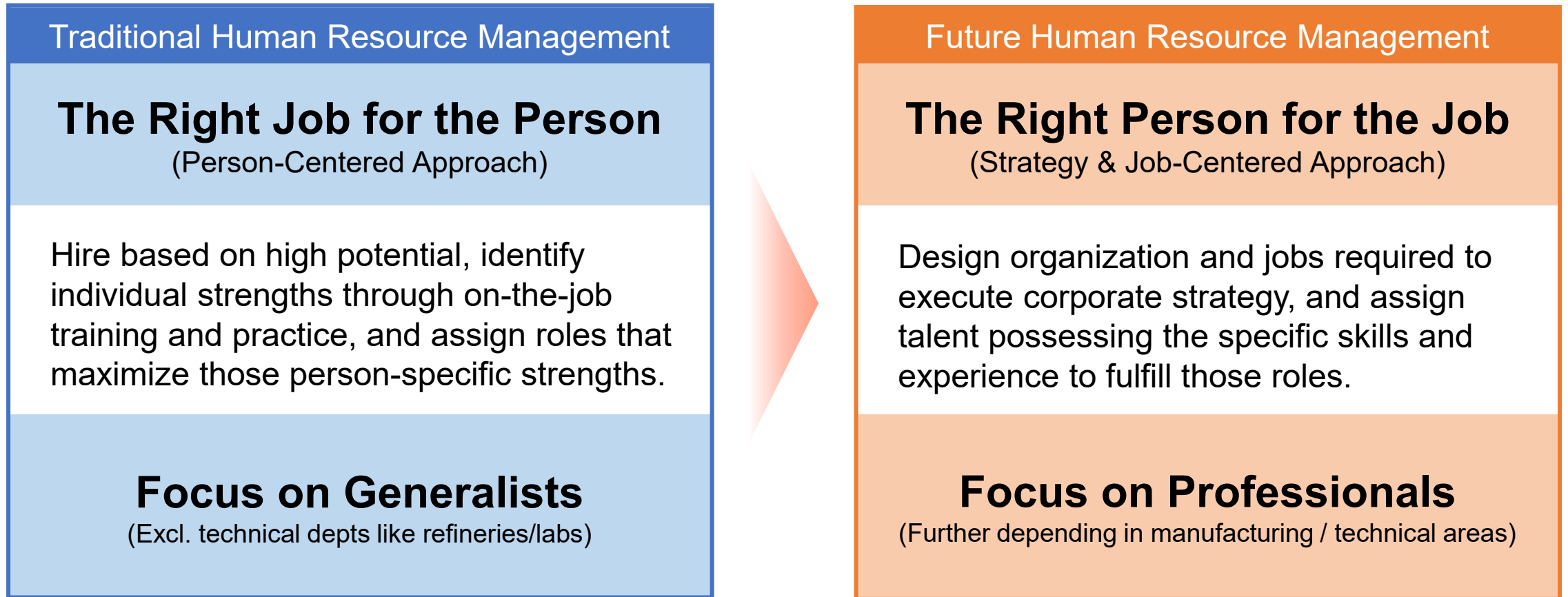
Thorough implementation of HR strategy linked to Group Management Strategy based on HCM concepts.

Under effective "Group Governance," we powerfully promote two pillars: "Realization and execution of effective systems based on the 'Right Job, Right Person' principle" and "Creating a corporate culture where employees can work with peace of mind and pride."



Transition to Job-Based Talent Management

Strategic business portfolio transformation and the **increasing complexity of roles** are driving a critical demand for **specialized expertise** (skills & experience).



Competency Strategy: Challenges & Objectives

What is Competency? The ability to demonstrate necessary skills or knowledge to execute tasks effectively.



CHALLENGES:

The Widening Competency Gap
(Quality x Quantity)



Supply-Side Issues (Declining Competency):
Engineer shortage (Solomon benchmarks), mass veteran retirement, inadequate skill transfer due to reduced training time.



Demand-Side Issues (Diversifying Needs):
Increasing complexity in inspection, turnaround planning, new projects. Shortage in partners.



Lack of Visibility & Clarity:
Unclear competency gaps preventing strategic response. Opaque career paths impacting motivation.



OBJECTIVES:

Strategic Goals for the Future



Maximize Utilization

Maximize use of existing competencies for reliability



Maintain Readiness

Constantly possess necessary competencies for reliability



Prepare for Transition

Strengthen competencies for decarbonization transition



Boost Motivation

Improve work motivation of technical engineers

Strategic Framework for Talent Development & Optimization

Core Objective: To establish an engineer training system with a view to optimal staffing that visualizes competencies, accelerates talent growth, defines career paths, and optimizes human resource allocation.

Key Initiatives:

1.

Competency
Visualization &
Modeling



- Establish a “**Model**” for measuring individual & organizational skills.
- **Gap Analysis:** Visualize Demand vs. Supply.

2.

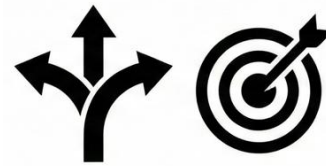
Accelerating
Talent Growth



- **Systematic Development:** Structured training based on competency model.

3.

Defining
Career Paths



- **Future-Oriented Definition:** Categorize career paths for long-term need.

4.

Optimization of
Staffing & Transfers



- **Strategic Allocation:** Fill gaps and streamline transfers based on career trajectory.

Competency Framework for Process Engineers



From Visualized Competency to Business Excellence & Future Innovation



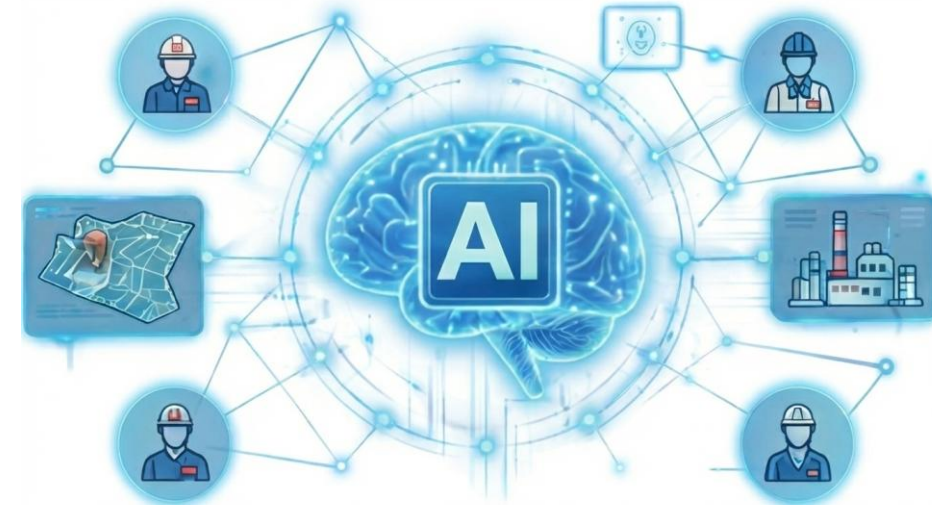
Before : Black Box Of Skills

Invisible Skills, Reliance on Tacit Knowledge
Guesswork In Deployment



After : Visualized Capabilities

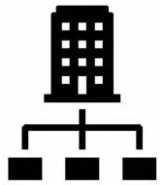
Clear Skill Maps, Data-Driven Development
Optimized Deployment,
Effective Knowledge Transfer



Future : Strategic Talent Allocation

Right Person, Right Place, Right Time

Our Vision: A Relationship of Mutual Choice & Shared Growth



Company



Employee



- ◆ **Define Future Key Positions & Required Skills:**
Identify essential roles and competencies for the next 5-10 years.
- ◆ **Provide a Stage for Challenge & Growth:**
Create mechanisms that foster passion and encourage bold initiatives.
- ◆ **Enhance Work Environment & Engagement:**
Offer a workplace that promotes well-being and professional fulfillment.

- ◆ **Visualize Career Goals & Enhance Expertise:**
Set clear professional targets and proactively develop specialized skills.
- ◆ **Take Ownership of Learning & Experience:**
Acquire necessary competencies through continuous self-driven growth.
- ◆ **Contribute to Workplace Excellence:**
Engage in dialogue with colleagues to foster a collaborative and high-performing environment.

To become a globally competitive corporate group by maximizing the ENEOS Group's excellent human resources, abundant funds, and valuable assets.

Thank you for your attention