

**April 30, 2026**

Many of the results we expect to see in the coming years are rooted in the decisions we made in 2025. It was a year where we focused on positioning Criterium for stronger, more durable outcomes over the long term.

### **What We Set Out to Do**

At the beginning of the year, our objectives were straightforward:

- Maintain stable oil production and cash flow
- Advance our gas development portfolio
- Improve the cost structure of our business
- Position the Company for meaningful growth in 2026 and beyond

We did not set out to maximize near-term production at any cost. Instead, we allocated capital to building a business that can grow sustainably, generate cash, and withstand the inherent volatility of the oil and gas industry.



### **Building a Gas Business in Indonesia**

If there is one decision that will define Criterium over the next decade, it is our commitment to building a gas business in Indonesia. In 2025, we made meaningful progress toward that goal.

- Advanced the Southeast Mengoepeh (“SE-MGH”) development, demonstrating commercial production rates from the SEM-01 well.
- Progressed key commercial agreements, including pipeline development, gas processing, and gas sales.
- Demonstrated additional gas potential at North Mengoepeh (“N-MGH”).

SE-MGH will serve as the cornerstone of our scalable gas business. It creates a clear path for other discoveries – N-MGH, Macan Gedang, and Cerah – to move from concept to cash flow with limited incremental infrastructure or commercial complexity.

These results begin to quantify the impact of our strategic shift:

- Over 10 mmcf/d of tested gas across SE-MGH and N-MGH, representing a 2.0–2.5x increase from 2025 production on a boe basis.
- 24 bcf of additional 2P reserves, a 70% increase from year-end 2024.
- Expected gas pricing of US\$6–7/MMBtu under long-term take-or-pay contracts.

While these metrics are important, what matters most is the cash flow they will generate. With first gas, we transition from a business driven by oil price cycles to one increasingly supported by contracted gas revenues in an undersupplied market. This shift will improve both the resilience and long-term value of our business.

Importantly, this infrastructure-led approach creates a development ‘hub’ model, where each incremental discovery benefits from prior investment, reducing both cost and time to first cash flow. Taken together, these developments position Criterium to transition from a small, oil-weighted producer into a gas-focused business with long-life reserves, contracted revenues, and materially lower decline rates. This shift is expected to improve both the durability of cash flow and the valuation framework applied to the Company over time.

#### **Capital Allocation: Small Dollars, Meaningful Impact**

It is easy in our industry to spend large amounts of capital chasing growth. We have chosen a different path.

Our infrastructure-led gas development strategy is based on repeatability and capital efficiency. The SE-MGH project has been advanced within cash flow and is expected to cost less than US\$2 million, representing capital efficiency of under \$2,000 per boe/d.

This is not a one-off project – this is a template.

We intend to replicate this model across multiple gas discoveries within the Tungkal PSC. The same disciplined approach can also be applied to larger opportunities, such as the Lengo field in the Bulu PSC, where we have made progress in 2025 through a Memorandum of Understanding with the KJP pipeline.

In our view, this approach offers an appropriate balance of risk and return compared to large, capital-intensive developments.

We evaluate every dollar of capital against a simple standard: it must generate repeatable, high-return growth without exposing the Company to undue financial or operational risk. Opportunities that do not meet this threshold – regardless of scale – are deferred or declined.

## **OIL STILL MATTERS**

Oil continues to play an important role in our portfolio.

Production in the latter part of the year was impacted by operational issues and a steeper-than-anticipated decline following our 2024 workover program. Combined with an average oil price of US\$65/bbl, this placed pressure on cash flow while we continued to invest in growth.

These challenges were instructive. They highlighted both operational issues, now being addressed, and the limitations of workovers and infill drilling without addressing reservoir pressure.

As a result, we have expanded our development approach to include more comprehensive recovery strategies. This led to the addition of:

- MGH Waterflood (2C resource of 8.4 MMbbl).
- Lemat play (2C resource of 4.7 MMbbl).

These opportunities demonstrate the medium- to long-term potential of our oil assets. With low recovery factors to date and significant oil in place, we believe these fields have more to give but unlocking that value will require a more sophisticated and disciplined approach.

We operate in a business inherently exposed to commodity price volatility, subsurface uncertainty, and execution risk. Our strategy is designed with these realities in mind: prioritizing low capital intensity, phased development, and contracted gas revenues to mitigate downside exposure while preserving upside.

## **Looking Ahead to 2026 and Beyond**

We entered 2026 with a clear set of priorities:

- Deliver first gas from SE-MGH.
- Advance N-MGH and subsequent gas developments.
- Maintain stable oil production while progressing the MGH waterflood and Lemat plays.
- Strengthen the balance sheet through increased cash flow and debt reduction.
- Continue to allocate capital with discipline.

By executing on these priorities, we believe we have the potential to materially transform the company throughout the course of the year.

## **Well Positioned in a Growing Market**

We operate in a region where energy demand is growing rapidly, driven by population growth and economic development. Recent global events have reinforced the importance of domestic energy supply in Indonesia and across Southeast Asia.

This environment positions Criterium to become a producer and operator of choice.

Our strategy is simple:

- Acquire undercapitalized assets.
- Improve them through disciplined execution.
- Grow through repeatable, capital-efficient development.

We measure success by how effectively we allocate capital to create value over time. Not growth at any cost, but growth that can be maintained.

Criterium today is a different company than it was a year ago – more focused, more disciplined, and better positioned for long-term value creation.

We remain committed to building this business thoughtfully, with a clear emphasis on returns, resilience, and responsible growth.

On behalf of the Board of Directors and management team, we thank you for your continued support and confidence.

A handwritten signature in black ink, appearing to read 'MK' followed by a flourish.

**Matthew Klukas**  
President and Chief Executive Officer