ASX:HZN

ABN 51 009 799 455

PRESS RELEASE

HORIZON

3 July 2026

The Manager
Company Announcements
ASX Limited
Level 27, 39 Martin Place
Sydney NSW 2000

COMPLETION OF CUE ENERGY RESOURCES LIMITED OFF-MARKET TAKEOVER

Horizon is pleased to announce the completion of its off-market takeover of Cue Energy Resources Limited ("Cue"), resulting in Horizon acquiring a controlling interest of 57.03% in Cue. The acquisition substantially expands Horizon's production and reserves base, increases the scale and diversity of its asset portfolio, and creates a stronger platform for future growth and value creation for both Horizon and Cue shareholders. The acquisition delivers an effective 15% increase in Horizon's daily production to approximately 7,300 boepd[1], increases Horizon's net 2P reserves by more than 20% to approximately 15.35 mmboe[2], and expands Horizon's geographic footprint to nine producing oil and gas fields across five countries.

Horizon announced on 2 March 2026 that it had entered into a pre-bid agreement with Echelon Offshore Limited ("Echelon") in respect of Echelon's 139,885,879 fully paid ordinary shares in Cue Energy Resources Limited (ASX:CUE) and had launched an off-market takeover offer for Cue pursuant to the replacement bidder's statement dated 19 March 2026, as supplemented. The pre-bid agreement was completed on 26 June 2026, resulting in the acquisition of a 19.90% shareholding in Cue for a net cash payment of approximately AUD 15.7 million, after taking into account Cue's FY26 interim dividend of 0.25 Australian cents per share.

On 2 July 2026, Horizon completed its off-market takeover and acquired a further 37.13% interest in Cue through the issue of 146,890,089 new Horizon shares and a cash payment of approximately AUD 2.1 million. Following the completion of both transactions, Horizon's shareholding in Cue is now 57.03%, providing a strategic controlling interest in the company and an effective interest in six cash generative producing oil and gas assets located across Indonesia, Australia and New Zealand.

Following completion of the acquisition, Horizon nominated Bruce Clement (Horizon Chairman), Richard Beament (Horizon Managing Director and Chief Executive Officer), Gavin Douglas (Horizon Chief Operating Officer) and Kyle Keen (Horizon Chief Financial Officer) to the Cue Board, who were appointed on 2 July 2026. The five directors previously nominated by Echelon have resigned from the Cue Board.

Over the four months since the transaction was announced, Cue has benefited from a stronger oil price environment, supporting its balance sheet and financial position. As disclosed in Cue's Supplementary Target's Statement dated 11 June 2026, Cue held an unaudited cash balance of approximately AUD 16 million at 30 May 2026 and had no debt. As a result, Horizon is acquiring a controlling interest and consolidating a well-funded business with a strong platform for future growth.

A summary of the cash consideration paid for the acquisition, in addition to the 146,890,089 Horizon shares issued to accepting Cue shareholders under the off-market takeover, is set out below:

[1] Horizon's share of Cue's production is calculated based on Horizon's controlling interest (57.03%) in Cue as at 3 July 2026

[2] Combined Horizon and Horizon's share of Cue reserves, resources and production at 30 June 2025, including Thailand on a pro forma basis. Horizon's share of Cue's reserves, resources and production is calculated based on Horizon's controlling interest (57.03%) in Cue as at 3 July 2026

	Net to Horizon (AUD millions)
Cash payment under Echelon pre-bid (19.90% Cue interest net of interim dividend – AUD 0.1125/Cue share)	15.7
Cash payment for accepting Cue shareholders under off-market takeover (37.13% Cue interest) – representing A$0.008/Cue share	2.1
Total cash amounts paid for pre-bid and off-market takeover	17.8

Funding for the cash component of the pre-bid acquisition and off-market takeover was primarily sourced from existing cash reserves and drawings under Horizon's existing Macquarie Bank debt facility, which was increased by a further US$10 million following completion of the Thailand acquisition in August 2025.

This funding structure, together with the expected free cash flow contribution from Cue's producing assets, supports the continuation of Horizon's distribution strategy while preserving financial flexibility.

CUE ACQUISITION HIGHLIGHTS

The acquisition provides Horizon with a complementary and diversified portfolio of cash-generative oil and gas assets that required only a modest deployment of cash reserves. It expands Horizon's production base, reserves and geographic footprint across South East Asia and Australasia, strengthens the Company's cash flow profile, and creates additional opportunities for operational and commercial value creation across the combined portfolio, as outlined below.

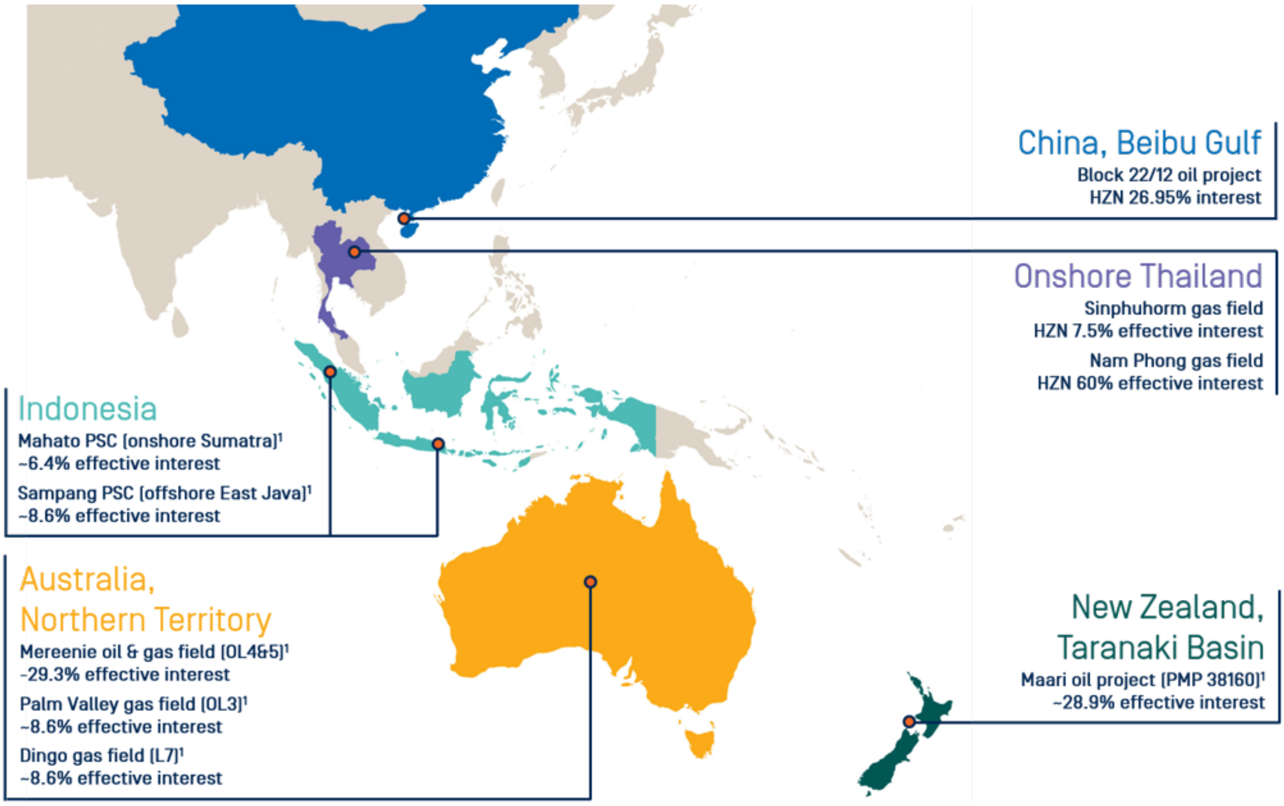

Figure 1 – Horizon's Regional Footprint inclusive of effective interests in Cue assets (represents 57.06% controlling interest in Cue's assets)

[1] Assets owned by Cue Energy Resources Limited for which Horizon has an effective interest through its 57.03% controlling interest. Note – Horizon Oil Limited also has a direct holding in Maari (26%) and Mereenie (25%) which are included in the effective interest numbers stated.

The transaction provides Horizon with the following:

- Immediate reserves growth: Acquisition of approximately 2.85 MMboe[1] of net 2P reserves (effective 30 June 2025), representing a material addition to Horizon's pro forma net 2P reserves of 12.5 MMboe as at that date.
- Cash-generative production: Stable and predictable oil and gas production of approximately 1,000 boe/d[2] net to Horizon at current production rates, providing an immediate contribution to operating cash flow.
- Complementary and diversified asset portfolio: Cue's interest in the Maari/Manaia field in New Zealand complements Horizon's existing position, increasing its effective ownership in a high-quality producing asset. In Australia, Cue's interests in the Mereenie, Palm Valley and Dingo fields increase Horizon's exposure to strategically important domestic gas assets. The combined portfolio now comprises producing assets across Thailand, China, Australia, New Zealand and Indonesia, significantly expanding Horizon's regional footprint and diversification.
- Increased scale and financial resilience: The enlarged group benefits from greater production, reserves and cash flow, creating opportunities for operational synergies, improved cost efficiency and enhanced financial flexibility. The broader asset base strengthens Horizon's ability to pursue growth opportunities and navigate commodity price cycles, supporting long-term value creation for shareholders.
- Multiple value-accretion opportunities: The combined portfolio offers a range of opportunities to enhance value through infill drilling, facility upgrades, production optimisation and resource maturation. Near-term growth initiatives include Mahato infill drilling, Palm Valley appraisal activity and commissioning of the Sampang booster compressor, together with a broader pipeline of development and optimisation opportunities across the portfolio.

Horizon CEO Richard Beament commented:

"We are delighted to complete the acquisition of a controlling interest in Cue and to officially welcome Cue's shareholders and employees to Horizon. This transaction materially increases our scale, strengthens and diversifies our asset portfolio, and broadens our operations across five countries, creating a larger and more resilient business.

The acquisition delivers an immediate increase in production, reserves and cash flow, while also providing a range of operational, commercial and strategic opportunities across the combined portfolio. We believe all shareholders, including those joining us from Cue as well as current Cue shareholders, will benefit from the enhanced scale of the business and the value creation opportunities that come from bringing these complementary businesses together.

The transaction is expected to support stronger free cash flow generation, underpinning our ability to maintain an attractive dividend while preserving balance sheet strength and financial flexibility. We are particularly pleased to increase our interests in key assets such as Maari and Mereenie, where greater ownership provides clear strategic and operational benefits.

We look forward to working closely with Cue's employees, shareholders and stakeholders as we begin the next phase of growth for the combined group. Our immediate focus is on achieving a smooth transition and integration, while positioning the business to realise the full value of its expanded portfolio and deliver sustainable long-term returns for all shareholders."

[1] Combined Horizon and Horizon's share of Cue reserves, resources and production at 30 June 2025, including Thailand on a pro forma basis. Horizon's share of Cue's reserves, resources and production is calculated based on Horizon's controlling interest (57.03%) in Cue as at 3 July 2026

[2] Horizon's share of Cue's production is calculated based on Horizon's controlling interest (57.03%) in Cue as at 3 July 2026

Reserves

As at 30 June 2025, with Horizon's 57.03% controlling interest in Cue, Horizon is estimated, on a pro forma net interest basis and after proration adjustments, to hold 15.35 MMBOE of 2P Reserves and 15.78 MMBOE of 2C Contingent Resources. These estimates present the combined reserves and contingent resources of Horizon and 57.03% of Cue as if the two holdings formed a single economic group at that date.

The pro forma estimates have been derived from each company's audited reserves disclosures, applying arithmetical and proration adjustments only. No independent re-estimation, reclassification or technical reassessment of reserves or contingent resources has been undertaken.

Horizon reported 2P Reserves of 9.0 MMBOE as at 30 June 2025, excluding the Sinphuhorm and Nam Phong gas fields in Thailand, as completion of that acquisition occurred after balance date. On a pro forma basis, including the Thailand assets and adjusting for approximately 0.4 MMBOE of net entitlement production between the 1 January 2025 effective date and completion on 1 August 2025, Horizon's 2P Reserves increase to 12.5 MMBOE.

Cue reported 2P Reserves of 5.5 MMBOE as at 30 June 2025. For the purposes of the pro forma estimates, these reserves have been adjusted to 5.0 MMBOE to align reserve assumptions and ensure consistent treatment of overlapping assets. After applying the proration methodology to shared assets, the combined reserves of Horizon and 57.03% Horizon controlling interest of Cue is estimated to hold 15.35 MMBOE of 2P Reserves.

Horizon reported 12.3 MMBOE of 2C Contingent Resources, while Cue reported 5.6 MMBOE. Cue's contingent resources have been adjusted to 6.1 MMBOE on a prorated basis to align assumptions and ensure consistent treatment of overlapping assets, resulting in combined Group 2C Contingent Resources of Horizon and 57.03% Horizon controlling interest of Cue of 15.78 MMBOE as at 30 June 2025.

Cue Energy Resources: 2P Reserves and 2C Contingent Resources by Asset (Net interest; as at 30 June 2025 - Palm Valley, Dingo, Mahato PSC, Sampang PSC as reported; Mereenie, Maari / Manaia adjusted for proration) at Horizon's 57.03% controlling interest

Asset	Jurisdiction	2P Reserves (MMBOE) @ 57.03% Horizon controlling interest	2C Contingent Resources (MMBOE) @ 57.03% Horizon controlling interest
Mereenie[3]	Australia	0.91	1.37
Palm Valley	Australia	0.29	0.06
Dingo	Australia	0.63	-
Maari / Manaia[3]	New Zealand	0.17	0.23
Mahato PSC	Indonesia	0.63	0.46
Sampang PSC	Indonesia	0.23	1.37
Total adjusted Cue		2.85	3.48

Horizon Oil: 2P Reserves and 2C Contingent Resources by Asset (Horizon net interest; as at 30 June 2025, including Thailand on a pro forma basis)

Asset	Jurisdiction	2P Reserves (MMBOE)	2C Contingent Resources (MMBOE)
Mereenie (OL4/OL5)	Australia	5.4	7.9
Maari / Manaia (PMP 38160)	New Zealand	1.7	2.2
Block 22/12	China	1.9	2.2
Sinphuhorm & Nam Phong[4]	Thailand	3.5	–
Total Horizon (pro forma)		**12.5**	**12.3**

Combined Pro Forma 2P Reserves and 2C Contingent Resources by Asset (Net interest; as at 30 June 2025)

Asset	Jurisdiction	2P Reserves (MMBOE)	2C Contingent Resources (MMBOE)
Mereenie	Australia	6.31	9.27
Palm Valley	Australia	0.29	0.06
Dingo	Australia	0.63	-
Maari / Manaia	New Zealand	1.87	2.43
Mahato PSC	Indonesia	0.63	0.46
Sampang PSC	Indonesia	0.23	1.37
Block 22/12	China	1.90	2.20
Sinphuhorm & Nam Phong	Thailand	3.50	–
Total Horizon plus Horizon's 57.03% controlling interest of Cue		15.35	15.78

Horizon Oil – effective participating interest, prior to and following transaction completion

Permit or Licence	Country	Operator	Horizon Effective Interest	
			Pre Cue transaction	Post Cue transaction
Block 22/12 – WZ6-12, WZ12-8	China	CNOOC	26.95%	26.95%
PMP 38160 – Maari, Manaia	New Zealand	OMV	26.00%	28.85%
OL4 and OL5 - Mereenie	Australia	Central Petroleum	25.00%	29.28%
OL3 – Palm Valley	Australia	Central Petroleum	-	8.55%
L7 - Dingo	Australia	Central Petroleum	-	8.55%
Blocks E5N & EU1 - Sinphuhorm	Thailand	PTTEP	7.50%	7.50%
Block E5 - Nam Phong	Thailand	Matahio	60.00%	60.00%
Mahato PSC - PB	Indonesia	Texcal	-	6.42%
Sampang PSC – Oyong, Wortel	Indonesia	Medco	-	8.55%

Notes:

1 All estimates are prepared in accordance with the Society of Petroleum Engineers (SPE) Petroleum Resources Management System (PRMS) revised 2018.

2 Relevant terms used in this statement, capitalised or otherwise, have the same meaning given to those terms in the SPE PRMS.

3 Reserves are those quantities of petroleum anticipated to be commercially recoverable by application of development projects to known accumulations from a given date forward under defined conditions.

4 Contingent Resources are those quantities of petroleum estimated, as of a given date, to be potentially recoverable from known accumulations by application of development projects, but which are not currently considered to be commercially recoverable owing to one or more contingencies.

5 Prospective Resources are those quantities of petroleum estimated, as of a given date, to be potentially recoverable from undiscovered accumulations by application of future development projects.

6 Liquids are equal to the total of oil, condensate and natural gas liquids where 1 barrel of condensate or natural gas liquids equals 1 barrel of oil.

7 Raw Gas is natural gas as it is produced from the reservoir and may include varying amounts of heavier hydrocarbons which liquefy at atmospheric conditions, water vapour and other non-hydrocarbon gases such as hydrogen sulphide, carbon dioxide, nitrogen or helium.

8 Sales Gas represents volumes that are likely to be present as a saleable product. Sales Gas is reported after fuel, flare and shrinkage, having regard to the reservoir fluid properties of each constituent field. Sales Gas in petajoules (PJ) has been calculated using 1.043 PJ per bcf for Sinphuhorm and 1.017 PJ per bcf for Nam Phong. Gas rates in TJ/d have been converted using the same factors, being 1.043 TJ/d per MMscfd for Sinphuhorm and 1.017 TJ/d per MMscfd for Nam Phong. Oil equivalent volumes have been calculated using 5.816 PJ per MMboe. PJ means petajoules and is equal to 10^15 joules.

9 Reported estimates of petroleum Reserves, Contingent Resources and Prospective Resources have been aggregated by arithmetic summation by category. 1P Reserves and 1C Contingent Resources reported beyond the field, property or project level and aggregated by arithmetic summation may be a conservative estimate due to the portfolio effects of arithmetic summation.

10 For Reserves and Contingent Resources, depending on the asset, either deterministic estimates or probabilistic estimates have been used. For Prospective Resources, all estimates are probabilistic estimates.

11 Estimates are reported according to Horizon Oil's net economic interest, Horizon Oil's net working interest adjusted for entitlements under production-sharing contracts and risked-service contracts, and are reported net of royalties and lease fuel up to the reference point. Reference points for Horizon's petroleum Reserves, Contingent Resources and production are defined points where normal operations cease and petroleum products are measured under defined conditions prior to custody transfer.

12 For China, Horizon's net economic interest ranges from 24.32% to 26.95%. For New Zealand and Australia, Horizon's net economic interest is equal to Horizon's net working interest of 26.00% and 25.00% respectively, prior to completion of the Cue transaction.

13 Contingent and Prospective Resource estimates quoted for China assume China National Offshore Oil Corporation (CNOOC) participation at 51%. CNOOC is entitled to participate at up to a 51% equity level in any commercial development within Block 22/12. Prospective Resources include only Horizon's on-block share.

14 Horizon Oil employs a Reserves Management System to ensure the veracity of data used in the estimation process. This process includes review by senior staff where data is endorsed for inclusion in the estimating process. Estimates are reviewed annually, at a minimum, with interim reviews as required to respond to any material changes. Horizon Oil undertakes semi-regular external reviews to complement its own internal process.

15 The Horizon Oil estimates of petroleum Reserves and Resources contained in this statement are based on, and fairly represent, information and supporting documentation prepared by staff and independent consultants under the supervision of Mr Gavin Douglas, Chief Operating Officer of Horizon Oil Limited. Mr Douglas is a full-time employee of Horizon Oil Limited and is a member of the American Association of Petroleum Geologists and the Society of Petroleum Engineers. Mr Douglas' qualifications include a Masters of Reservoir Evaluation and Management from Heriot-Watt University, UK, an Honours Degree in Geology from Edinburgh University, UK, and 30 years of relevant experience. Mr Douglas consents to the use of the petroleum Reserves and Resources estimates in the form and context in which they appear in this statement.

16 Cue Energy Resources' oil and gas reserves and resources are reported as at 1 July 2025 and have been prepared in accordance with the SPE PRMS Guidelines revised 2018. The Cue resources statement was approved by, and based on, information and supporting documentation prepared by Echelon General Manager Assets & Engineering, Daniel Leeman. Mr Leeman is a Chartered Engineer with Engineering New Zealand and holds Masters' degrees in Petroleum and Mechanical Engineering, as well as a Diploma in Business Management, and has over 15 years of experience. Mr Leeman is also an active professional member of the Society of Petroleum Engineers. Echelon reviews reserves holdings twice a year by reviewing data supplied from field operators and comparing assessments with other information supplied at scheduled Operating and Technical Committee meetings.

17 Mr Leeman is currently an employee of Echelon Resources Limited which, at the time of Cue's 2025 Annual Report, was a related party to Cue Energy Resources Limited. Mr Leeman was retained under a services contract by Cue Energy Resources Limited to prepare an independent report on the

current status of Cue's reserves. As at 1 July 2025, Echelon held an equity interest of 49.97% in Cue.

18 Cue's reported interests comprise 5%, 11.25% and 15% in the Maari, Mahato and Sampang assets respectively, although Production Sharing Contract adjustments at the Mahato and Sampang fields affect the net equity differently across the various reserves categories. In the Amadeus Basin, Cue holds a 7.5% interest in the Mereenie field and a 15% interest in each of the Dingo and Palm Valley fields.

19 For undeveloped reserves, the following project maturity sub-classes are assumed: Mahato PSC — Undeveloped Approved for Development; Sampang PSC — Justified for Development; Maari — Justified for Development; and Mereenie and Dingo — Justified for Development.

20 For Sampang and Mahato PSC Contingent Resources, as the developments are not yet sanctioned, the economics and royalties are not yet known. Accordingly, Cue has applied assumed net effective equities of 15% for Paus Biru, 8.18% for Jeruk and 11.25% for Telisa in the Mahato PSC. The Contingent Resource sub-classes are: Paus Biru — 2C Development Pending; Jeruk and Telisa — 2C Development Unclarified; and Mereenie and Palm Valley — 2C Development On Hold.

21 Cue's estimates are based on all available production data, the results of well intervention campaigns, seismic data, analytical and numerical analysis methods, deterministic reservoir simulation models provided by field operators, and analytical and numerical analyses. Forecasts are based on deterministic methods.

22 For Cue's conversion to equivalent units, standard industry factors have been used of 6 Bcf to 1 MMboe, 1 Bcf to 1.05 PJ, 1 tonne of LPG to 8.15 boe and 1 TJ of gas to 163.4 boe.

23 Cue's net reserves are net of equity portion, royalties, taxes and fuel and flare, as applicable. All Cue reserves and resources reported refer to hydrocarbon volumes post-processing and immediately prior to point of sale. The volumes refer to standard conditions, defined as 14.7 psia and 60°F.

24 Cue's extraction methods are as follows: at Maari, oil is produced to the FPSO Raroa and directly exported to international oil markets; at Mahato, production is via EPF facilities which include an oil and water separation system, with oil then piped approximately 6 km to the Petapahan Gathering Station; at Sampang, gas is gathered from the Wortel and Oyong fields and piped to shore where it is sold into the Grati power station; at the Mereenie and Palm Valley gas fields, gas is gathered from the wells and ultimately collated into the Amadeus Gas Pipeline, where sales vary to different customers within the re

25 gion and further afield; and at Dingo, gas is sold into Alice Springs and the Owen Springs power plant.

26 Where Horizon and Cue both hold interests in the same asset, being the Mereenie and Maari / Manaia fields, the Combined Group volumes have been determined by prorating Horizon's reported net reserves and contingent resources to derive Cue's corresponding interest, using the relative participating interest percentages, and then aggregating the results. Horizon's net estimates for these fields were used as the basis for proration so as to apply consistent assumptions, including reservoir performance, recovery factors and economic criteria, across both companies' interests in the assets. This methodology provides a transparent view of the Combined Group's total economic exposure to the overlapping fields, and the pro forma Combined Group figures represent simple arithmetical summation of Horizon's and Cue's aligned estimates.

27 Reserves for the Sinphuhorm and Nam Phong gas fields are stated as at 30 June 2025 on a pro forma basis. The effective date of Horizon's acquisition was 1 January 2025. During the seven-month period from the 1 January 2025 effective date through to completion on 1 August 2025, Horizon's net entitlement to production from both Nam Phong and Sinphuhorm was approximately 0.4 MMBOE, for which the economic entitlement was adjusted against the acquisition consideration at completion, resulting in net 2P Reserves of 3.5 MMBOE as at 30 June 2025. These reserves were not included in Horizon's reported reserves as at 30 June 2025 due to post-balance-date completion. Cue has no ownership in these assets; their inclusion affects only Horizon's figures.

Authorisation

This ASX announcement is approved and authorised for release by the Company Secretary on 3 July 2026.

For more information please contact:

Horizon Oil Limited
Richard Beament CEO

T: +61 2 9332 5000
F: +61 2 9332 5050

Level 4, 360 Kent Street
Sydney NSW 2000 Australia

> horizonoil.com.au