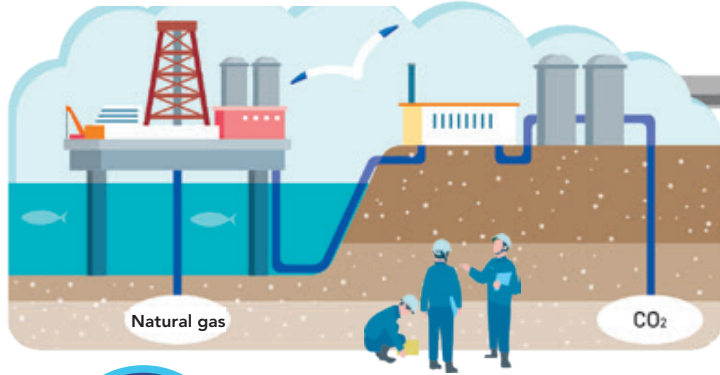


INPEX's Business

In addition to the oil and gas business, INPEX provides low-carbon solutions centered on hydrogen and CCS. As a comprehensive energy development company, INPEX contributes to the development of clean and high value-added power supply systems by combining renewable energy and storage batteries.

1 Explore We use cutting-edge technologies to discover oil and natural gas reservoirs deep underground.

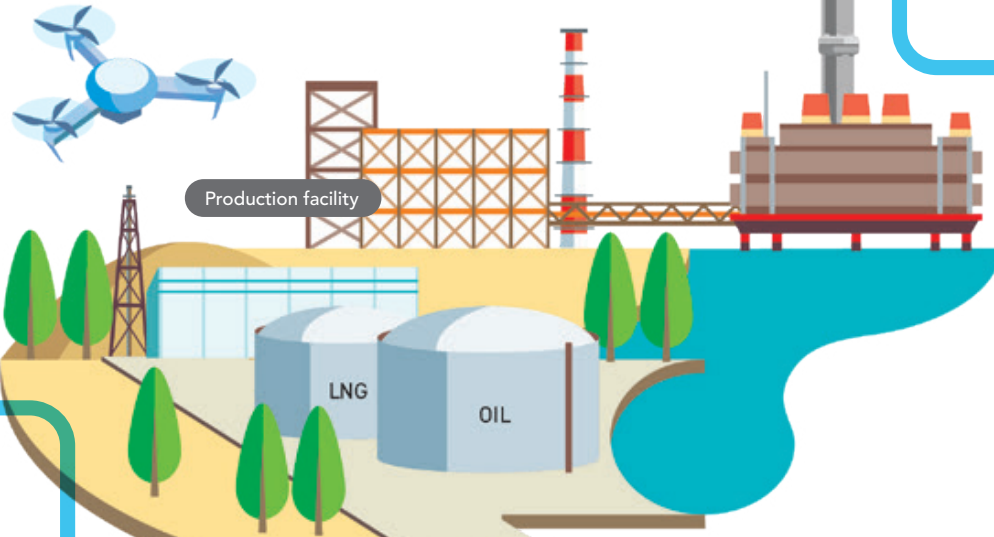
Lower-Carbon Solutions—CCS [P.38](#)



2 Drill We drill wells with drilling rigs to extract oil and natural gas.

3 Produce The extracted oil and natural gas are processed for shipping.

Oil and Natural gas/LNG Business [P.33](#)



Drive Initiatives in Energy and Resources Fields [P.39](#)

Wind power generation

The diagram shows three wind turbines on a grassy field. The text 'Wind power generation' is placed near the turbines.

Process of oil and natural gas production
 The development of oil and natural gas is a large-scale, long-term project, with each of the following processes requiring significant time. It can take several decades from the acquisition of blocks, through exploration and development, to the start of production.

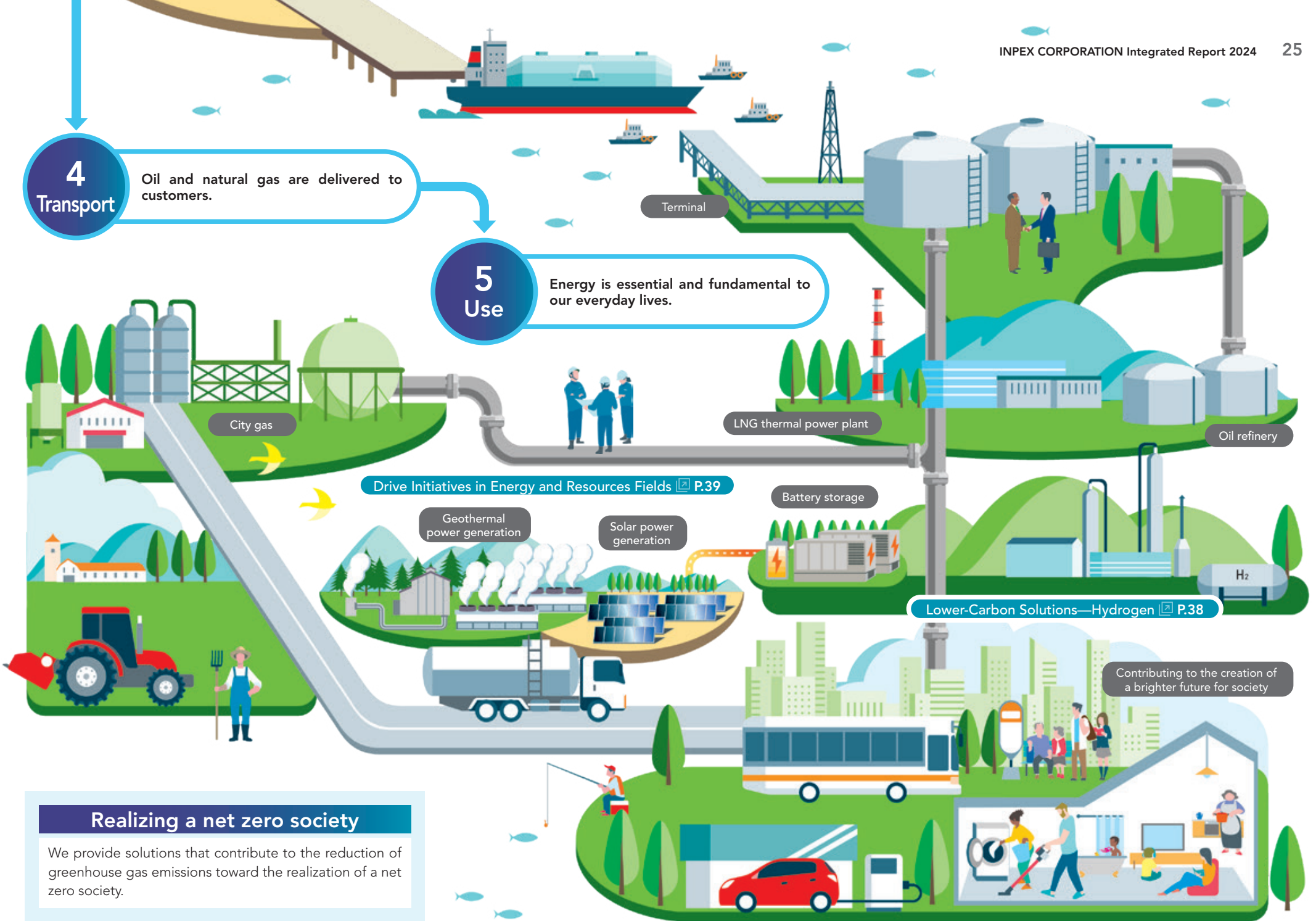
Acquisition of blocks	Exploration and evaluation	Development and development preparation work	Production
Conducting preliminary surveys of target areas, negotiating contracts related to interests, and acquiring exploration and development rights.	Using cutting-edge technologies to explore oil and natural gas reservoirs deep underground and evaluate reserves.	Engaging in preparatory work for development, drilling development wells using rigs (drilling equipment), and constructing oil and natural gas extraction facilities.	Refining and processing extracted oil and natural gas into products.

4 Transport

Oil and natural gas are delivered to customers.

5 Use

Energy is essential and fundamental to our everyday lives.



Realizing a net zero society

We provide solutions that contribute to the reduction of greenhouse gas emissions toward the realization of a net zero society.

A History of Value Creation

INPEX has developed as a company built around upstream businesses consisting of the exploration, development and production of oil and natural gas.

INPEX will continue a stable supply of oil and natural gas/LNG in a cleaner manner during the transition to net zero and aim to provide lower-carbon solutions, etc. centered on CCS and hydrogen.

We will contribute to the creation of a brighter future for society toward net zero in 2050, while sustainably increasing our corporate value.

Start of production at oil and gas fields in the Offshore Mahakam Block, Indonesia

INPEX acquired an interest in the Offshore Mahakam Block by concluding a production sharing contract with the Indonesian government in 1966. Then, production of crude oil and natural gas started there in 1972. The produced natural gas was supplied to the Bontang LNG Plant. The Bontang LNG Plant was one of the world's largest LNG production plants and had stably supplied LNG to customers in Japan and other parts of Asia over many years, while significantly contributing to the growth of INPEX.

Value created ▶ Established a close partnership with the Indonesian government



1966
INPEX Corporation
founded
INPEX

1972
▶ Block returned in 2017

1940

1941
Teikoku Oil, Co., Ltd.
founded
TEISEKI

1942
▶ In production

1950

1960

1970

1980

1990

Start of oil and natural gas production in Japan

INPEX has been engaged in the exploration, development and production of oil and natural gas in Japan since 1942. At its Minami-Nagaoka Gas Field, one of the largest of its kind in Japan, production has been continuing since 1984.

Value created ▶ Established onshore oil and natural gas development and production capacity



Start of production at project in Abu Dhabi, United Arab Emirates

INPEX acquired a participating interest in the ADMA Block offshore Abu Dhabi in the United Arab Emirates in 1973, and in 1982, began production in the Upper Zakum Oil Field, the largest oil field in this sea area. Production has been steadily continuing, following the launch of production at the Umm Al-Dalkh Oil Field in 1985 and the Satah Oil Field in 1987. In 2015, INPEX acquired an interest in the Abu Dhabi Onshore Concession and has been continuing production there.

[P.35](#)

Value created ▶ Established a long-term, multi-layered relationship with the Emirate of Abu Dhabi, United Arab Emirates (UAE)



1973
Japan Oil Development
Co., Ltd. founded

JODCO

1982
▶ In production

A History of Value Creation

Start of production at Ichthys LNG Project, Australia

In 1998, INPEX acquired an interest in the block where the project is now located. Following development studies, INPEX announced its final investment decision (FID) in 2012. After the completion and commissioning of production facilities, the project started production in 2018 and has been continuing stable operation.

This is the first large-scale LNG project for which a Japanese company serves as the operator. The project has taken INPEX one step closer to the next stage of growth.

[P.33](#)

- Value created**
- ▶ Became the first Japanese company served as a large-scale LNG project operator
 - ▶ Established a global gas value chain from offshore development to LNG liquefaction, transportation, and reception
 - ▶ Established large-scale project management skills



As the energy transition progresses worldwide, we aim to execute a responsible energy transition aligned with INPEX Vision 2035, focusing on ensuring stable supply of lower-carbon energy in a sustainable manner.



[P.29](#)

2008
Founded INPEX CORPORATION

2010

2013
2015

Participated in geothermal power generation business in Indonesia [P.28](#)

Starting operations at the Naoetsu LNG Terminal

In 2013, INPEX commenced operation of the Naoetsu LNG Terminal, which receives LNG from overseas. After re-gasification and calorific value adjustment, it is transported to customers through our natural gas pipeline network. The terminal began receiving LNG from the Ichthys LNG Project in 2018.

- Value created**
- ▶ Enhancement of natural gas supply capacity and stable supply system



2018

▶ In production

2021
Change of Japanese corporate name to Kabushiki Kaisha INPEX

2020

2021
Announcement of strategy for 5 net zero businesses [P.27](#)

2022

Participated in wind power generation business in Europe [P.26](#)

2025

Announcement of INPEX Vision 2035 [P.29](#)

2023

▶ Production to start in the early 2030s

2023

Participated in renewable energy business in Australia through a joint venture with Enel Green Power [P.25](#)

Approval of the revised development plan for Abadi Gas Field, Indonesia

INPEX acquired an interest in the Masela Block in Indonesia's Arapura Sea through an open bid in 1998. The drilling of the first exploratory well in 2000 led to the discovery of the Abadi Gas Field. This was the first time that oil and natural gas reserves had ever been discovered in the Arapura Sea of Indonesia. Our revised development plan was approved in 2023, and we will work on necessary preparations for a final investment decision (FID).

[P.34](#)

- Value created**
- ▶ Maximized the application of knowledge gained from Ichthys to plans and design for Abadi



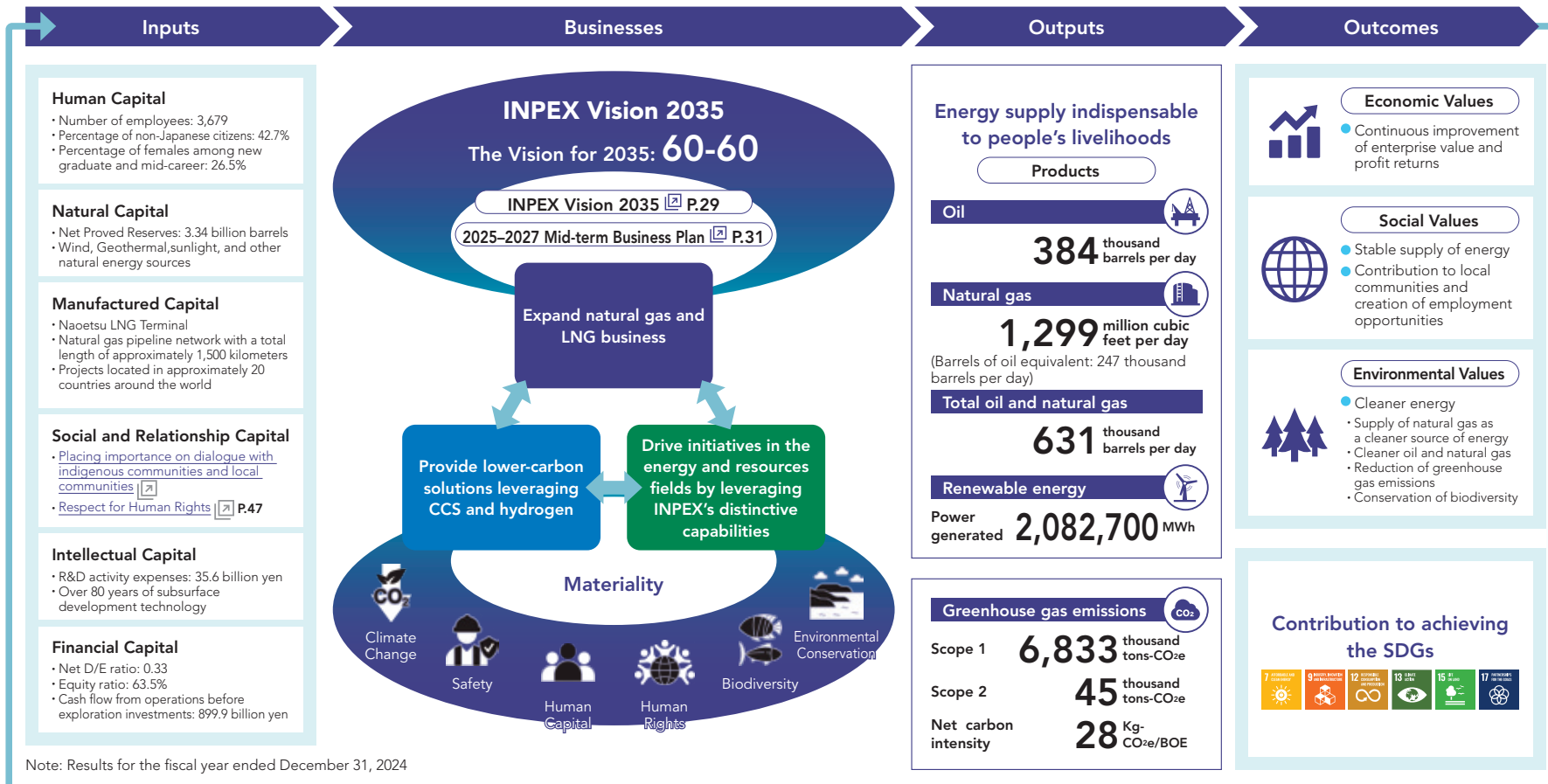
The Vision for 2035

[P.30](#)

Value Creation Process

Value Creation Process | We are committed to contributing to the creation of a brighter future for society through our efforts to develop, produce and deliver energy in a sustainable way.

External Environment	Global Developments <ul style="list-style-type: none"> Energy trilemma <ul style="list-style-type: none"> Energy security Equitable access to energy Sustainable global environment 	Risks <ul style="list-style-type: none"> Rising geopolitical risk Cabinet approval of the 7th Strategic Energy Plan Risk of disasters, accidents, system failures, etc. Risk of failure in exploration, development or production 	Opportunities <ul style="list-style-type: none"> Growth in significance of natural gas and LNG The necessity to pursue multiple pathways toward net-zero, including the introduction of CCS and the utilization of hydrogen and ammonia Strengthening and enhancing energy supply systems to achieve net zero
	<ul style="list-style-type: none"> Risk of fluctuations in crude oil prices, natural gas prices, foreign exchange and interest rates Climate change risk Country risks, etc. 		



Note: Results for the fiscal year ended December 31, 2024

Grow business scale by **60%**

INPEX Vision 2035
The Vision for 2035:
60-60

Reduce net carbon intensity by **60%**

INPEX Vision 2035

Vision 2035 – Realizing a Responsible Energy Transition outlines our long-term strategy through 2035, reflecting changes in the business environment we operate in. It also formulates our Mid-term business plan for 2025 to 2027, outlining specific initiatives and goals.

As the energy transition progresses worldwide, we aim to execute a responsible energy transition aligned with INPEX Vision 2035, focusing on ensuring stable supply of lower-carbon energy in a sustainable manner.

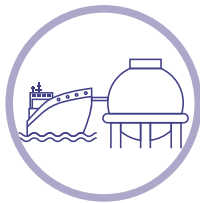
Our business landscape

The recent geopolitical landscape underscores the strategic importance of a stable energy supply. At the same time, the importance of addressing climate change remain unchanged, and it is necessary to make steady progress toward net-zero emissions.

In this context, we highlight the following points.

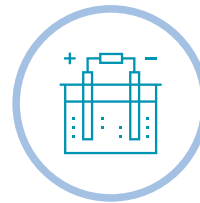
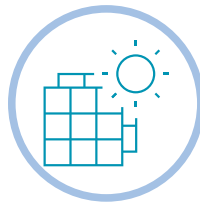
Expected growth in significance of natural gas and LNG

In the transition to net zero, it is crucial to continue to supply energy affordably and reliably. The role of natural gas and LNG as a “pragmatic transition fuel” is becoming increasingly significant, due to its lower carbon intensity compared to other fossil fuels.



Necessity to pursue multiple pathways toward net-zero

The paths to net zero vary across regions and require tailored measures to suit specific circumstances. We believe that pragmatic pathways involve integrating existing oil and gas production facilities with carbon capture and storage (CCS), and by effectively utilizing lower-carbon solutions such as blue hydrogen and ammonia, rather than relying solely on renewable energy sources.



Necessity to strengthen and enhance energy supply systems to achieve net zero

While power demand is expected to rise significantly in developing countries, recent forecasts suggest that power consumption will also increase in developed countries, driven primarily by growth in semiconductor manufacturing and AI data centers. The expansion of renewable energy presents new challenges, such as managing its inherent output variability and balancing supply and demand. This drives the growing need for advanced integrated power systems and underscores the critical importance of minerals and scarce resources essential to support this transition.

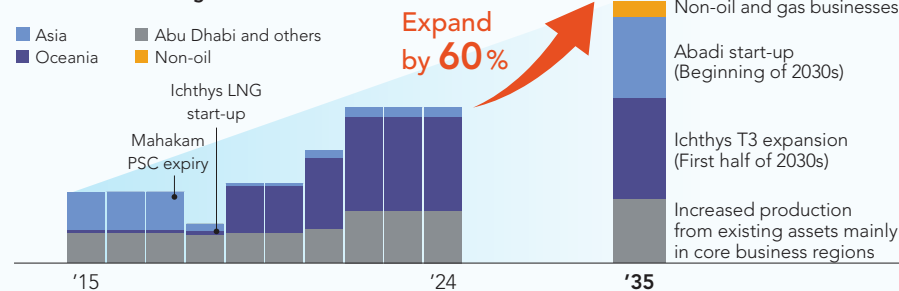


INPEX Vision 2035

The Vision for 2035: Our **60-60** Targets for Growth and DecarbonizationGrow business scale by **60%**¹

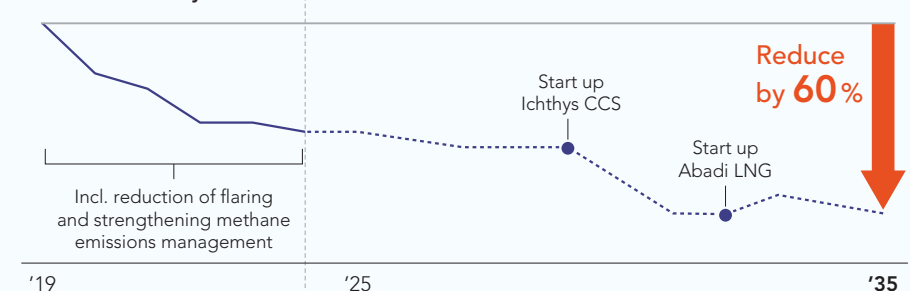
INPEX grew largely over the last decade through starting up Ichthys LNG and expanding its business in Abu Dhabi. Over the next decade, we aim to continue to grow by executing development projects such as Abadi LNG and Ichthys LNG expansion, while ensuring profitability.

Illustration of CFFO growth

Reduce net carbon intensity by **60%**²

INPEX has a track record of reducing its net carbon intensity by optimizing production processes. INPEX will aim to achieve further large-scale reductions in the next decade through CCS while contributing to the decarbonization of society.³

Net carbon intensity outlook



¹ A preliminary estimate based on an assumption of a stable external business environment for both past and future (inflation rate of 2.3% applied for both costs and revenues from 2025 onwards).

² Reduction target from 2019 (Scope 1 and 2) on INPEX equity share basis. Note that the reduction target reflects the current economic environment and reasonable expectations. This is premised on a business environment of consistent progress in decarbonization technology, economic rationality and realization of policies in each country and region.

³ For projects that were operated as of 2019, we aim to reduce emissions on an absolute basis. We will further take initiatives in collaborating with supply chain stakeholders to reduce Scope 3 emissions. Furthermore, through low-carbon initiatives leveraging CCS and hydrogen, as well as renewable energy projects, we aim to contribute to a reduction of 8.2 Mtpa in GHG emissions (the amount our company contributes to GHG emission through products and services).

What INPEX aims to achieve by 2035

INPEX will further strengthen its existing projects as a source of future growth

INPEX will prioritize safe and reliable operations above all else. We remain committed to ensuring stable energy supply while securing cash flow to support shareholder returns and growth investments.

Make future breakthroughs a reality.....

Our focus remains on expanding our supply capacity of natural gas as a pragmatic transition fuel, while pursuing businesses in the low-carbon fields and the power-related fields where complementary effects and synergies can be maximized. Through these initiatives, we aim to expand revenue base and make progress toward net zero by 2050. Additionally, we aim to expand our businesses in our core business regions, and increase shareholder returns in line with performance growth. We envision the following pillars for growth.

Pillar for Growth 1

Expand natural gas and LNG business

As one of few companies with a strong track record in developing and operating natural gas and LNG facilities across the entire value chain, INPEX aims to achieve significant growth over the next decade by developing Abadi LNG project and expanding Ichthys LNG.

Pillar for Growth 2

Provide lower-carbon solutions leveraging CCS and hydrogen

INPEX aims to achieve cleaner natural gas and LNG businesses through significant GHG emissions reduction by implementing CCS. We aim to provide GHG reduction solutions for third parties and establish a new revenue stream.

Pillar for Growth 3

Drive initiatives in the energy and resources fields by leveraging INPEX's distinctive capabilities

INPEX aims to establish new revenue streams by pursuing opportunities in power-related business fields.

2025–2027 Mid-term Business Plan

Key actions INPEX will take in the next three years

Initiatives to maintain safe and reliable operations

INPEX will prioritize safe and reliable operation while taking appropriate cost reduction measures to improve profitability

- **Ichthys LNG, Australia:** Sustain and strengthen the framework for a stable mid- to long-term LNG production for 9.3 Mtpa
- **Abu Dhabi:** Maintain stable supply from our largest oil producing assets and make progress for making the business cleaner
- **Japan:** Through INPEX JAPAN, LTD. newly established in 2024, we will promote efficient integrated upstream and downstream business operations, and take initiatives to enhance profitability
- **Southeast Asia:** Maintain projects rooted in the core business region while pursuing opportunities for business expansion
- **Europe and Central Asia:** Explore opportunities in Europe, mainly in Norway, while ensuring the stable operations in Central Asia
- **LNG Trading:** Strengthen capabilities to supply LNG more flexibly and complement the LNG supply from projects

Pillar for Growth 1

Expand natural gas and LNG supply

Ichthys LNG: To meet the growing LNG demand in Asian markets, INPEX will aim to expand supply of Australian LNG in a cleaner manner, leveraging its geographical advantage. In addition to implementing CCS for further decarbonization, INPEX will prepare for the expansion of LNG production capacity in the 2030s

Abadi LNG: INPEX will aim to achieve Final Investment Decision (FID) for Abadi LNG Project in 2027, ensuring its profitability. To this end, INPEX will commence Front End Engineering Design (FEED) in 2025 and steadily advance various preparations

Pillar for Growth 2

Lower-carbon solutions leveraging CCS and hydrogen

INPEX aims to achieve significant GHG emissions reductions using CCS. Furthermore, we aim to establish new revenue streams by offering CCS and hydrogen-based GHG reduction solutions to third parties.

To this end, we will build expertise through demonstration projects in Japan, implement CCS to our LNG projects, promote advanced CCS projects in Japan, and aim to supply blue hydrogen and ammonia through CCS both domestically and internationally.

Pillar for Growth 3

Drive initiatives in the energy and resources fields

INPEX will seek to expand businesses in power-related fields leveraging our distinctive capabilities.

To this end, we will supply power in the cleanest possible form and take initiatives in non-oil and gas subsurface resource development. We also aim to provide solutions to power-intensive sectors such as data centers by supplying more efficient and cleaner energy.

Improving capital efficiency

Dialogue: Executive Vice President, Finance & Accounting and Executive Vice President, Corporate Strategy & Planning [P.09](#)

Strengthening HSE* efforts

Safety [P.48](#)

Climate Change [P.46](#)

Strengthen workforce performance

Human Capital [P.50](#)

Maximize the strategic use of digital technology

Thorough Utilization of Digital Technology [P.41](#)

Acquire competitive advantages through strategic R&D

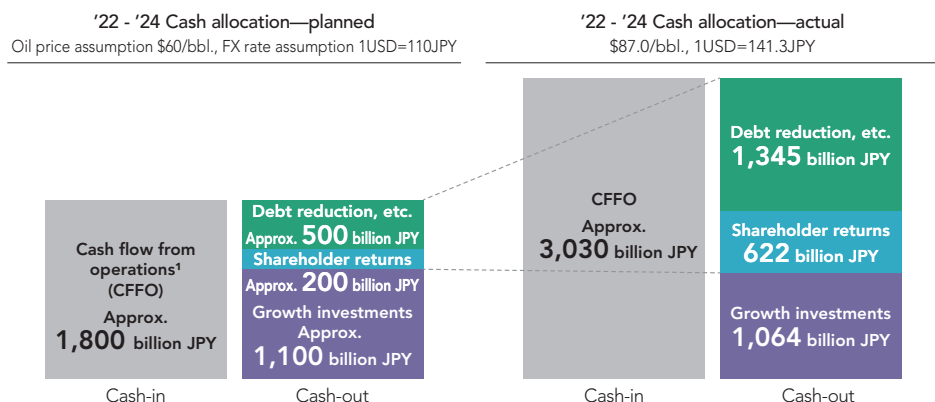
Technical Strategies [P.40](#)

* HSE: Health, Safety, Environment

INPEX Vision 2035 2025–2027 Mid-term Business Plan

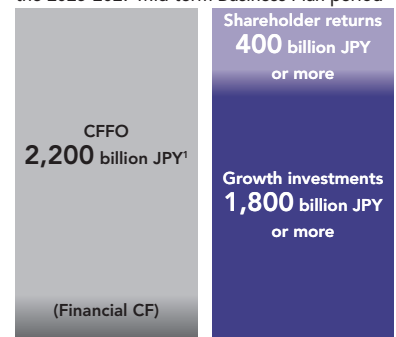
Cash allocation

As the reduction of interest-bearing debt has progressed over the past 3 years, INPEX will aim to further strengthen growth investments and shareholder returns from 2025 to 2027. Growth investments will be pursued selectively in projects that leads to enhancing our shareholder value.



1 Before exploration investment. Includes Ichthys downstream Incorporated Joint Venture and differs from financial accounting basis.

Cash Allocation and Shareholder Returns during the 2025-2027 Mid-term Business Plan period



1 Assumption of \$70/bbl., 1USD = 135JPY

2 Including investments for CCS integrated into LNG projects

Further strengthen shareholder returns

- Maintain stable shareholder returns through dividends while executing flexible share buybacks in response to prevailing conditions

Make proactive growth investments while adhering to investment discipline

- Pursue impactful growth, focusing on natural gas and LNG
- Around 20% investment cash flow is expected to be allocated to lower-carbon solutions and power-related fields, with profitability thoroughly evaluated at an investment stage
- In addition, pursue growth opportunities such as asset acquisitions and M&A to accelerate growth. Such investment will be made after carefully evaluating potential synergies, including those with our existing facilities and capabilities

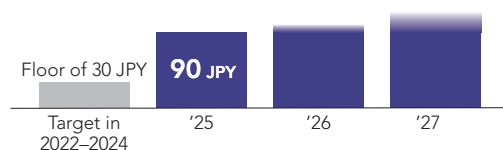
Investment pipelines

- Maintaining and expanding existing projects : Approx. 1,100 billion JPY
- Natural gas and LNG project expansion in a cleaner manner² : Approx. 500 billion JPY
- CCS/hydrogen and power-related fields: Approx. 200 billion JPY (In addition, there are other potential investments: pipelines of 1,000 or more billion JPY)

Shareholder returns

Ensure stable shareholder returns by progressive dividend policy and flexible buyback. Strengthen shareholder returns in line with financial performance growth.

Progressive annual dividend policy, starting with 90 JPY per share¹



In line with business environment and our financial and business condition, we aim to achieve a **total payout ratio² of 50% or more** by implementing flexible buyback and progressive dividend payout.

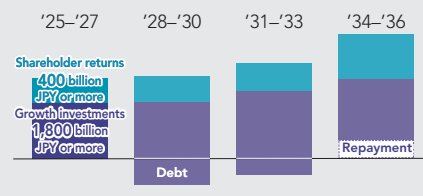
1 Maintain or increase annual dividend per share compared to the prior fiscal year

2 (Dividend payment amount + planned share buyback amount) / net income

[Ref: Long-term approach to shareholder returns and growth investments]

- We will aim for a capital management that enables stable shareholder returns even during periods when significant growth investments are expected, such as Abadi LNG project and Ichthys LNG expansion project.
- We will aim to further strengthen shareholder returns after the start-up of the large-scale growth projects, while ensuring financial stability.

Illustration of long-term outlook of shareholder returns and growth investments



Key performance targets

KPI	Fiscal 2024 Actual	Fiscal 2025 Forecast	Fiscal 2027 Target	Fiscal 2035 Target
Major Incidents ¹	Zero	Zero	Zero	Zero
Shareholder returns (Dividend/Total return ratio ²)	86 JPY 55.0%	90 JPY 50% or more	A progressive annual dividend payout starting with 90 JPY 50% or more	—
CFO	899.9 billion JPY	800 billion JPY	2,200 billion JPY or more ⁴ (Three years cumulative)	60% increase (versus 2024 levels) ⁵
Net carbon intensity ³	28kg/boe	—	35% reduction (versus 2019 levels)	60% reduction (versus 2019 levels)
ROE	9.5%	6.6%	Aiming for an ROE greater than the Cost of Equity	10% or more
ROIC	8.4%	6.0%	Aiming for an ROIC greater than the WACC	10% or more

1 Fatalities, serious injuries and major leaks(PSE Tier-1) occurring in operator projects

2 (Dividend payment amount + planned share buyback amount) / net income

3 Scope 1 and 2

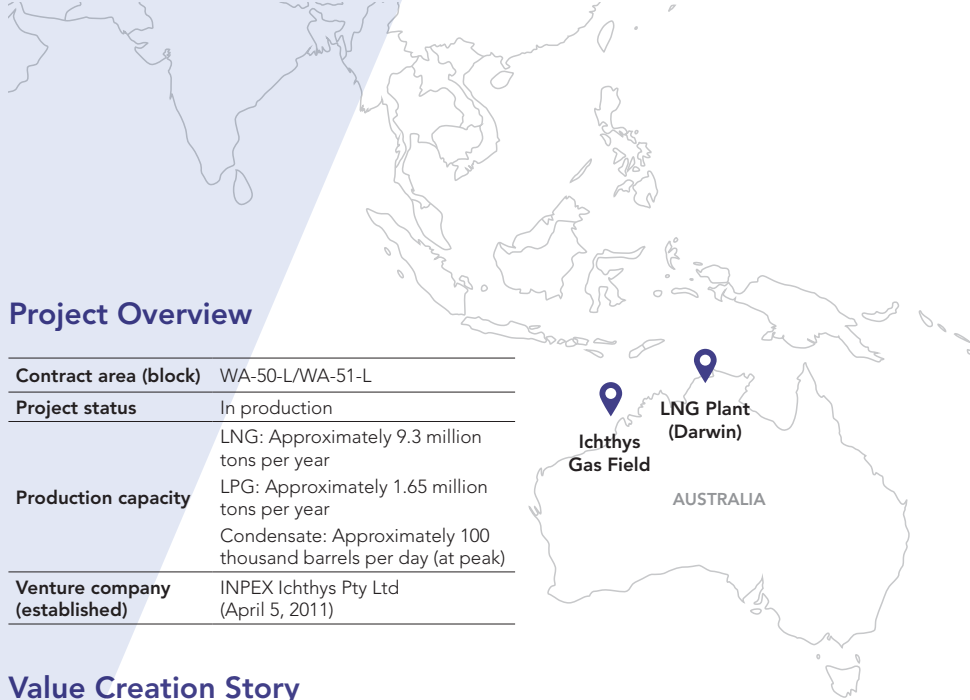
4 Assumptions: Oil price of \$70/bbl. and an exchange rate of 135JPY/USD.

5 Assuming a stable external business environment with an inflation rate of 2.3% for both costs and revenues from 2025 onwards

Growth Strategies by Project

Oil and Natural gas/LNG Business

Ichthys LNG Project



Project Overview

Contract area (block)	WA-50-L/WA-51-L
Project status	In production
Production capacity	LNG: Approximately 9.3 million tons per year
	LPG: Approximately 1.65 million tons per year
	Condensate: Approximately 100 thousand barrels per day (at peak)
Venture company (established)	INPEX Ichthys Pty Ltd (April 5, 2011)

Value Creation Story

1998	● Acquired an exploration permit in the block where the project is located
2012	● Made a final investment decision
2018	● Commenced production
2023	● Reached 1,000 cargo shipments
2025 to 2027	● Prepare for the expansion of LNG production capacity in the 2030s
Early 2030s	● Aiming for starting operations of the third train

Mid-term Business Plan INPEX Vision 2035

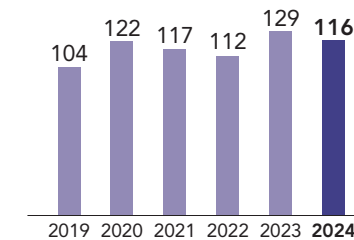
Current Project Status

The project commenced production in July 2018 and later began shipping condensate, liquified natural gas (LNG) and liquified petroleum gas (LPG). Stable production has continued since the launch of production in 2018, and we shipped 129 cargoes of LNG in 2023, a record high. In the second half of 2024, production rates were restricted due to facility problems, but rapid response at the production site proved successful, and operations were restored in November of the same year. In addition, in 2025, we plan to implement a planned shutdown maintenance for approximately one and a half months with the aim of continuing stable production.

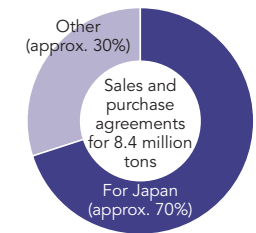
In this project, we have finalized sales and purchase agreements for 8.4 million tons of LNG per year. Approximately 70% of LNG is destined for Japanese buyers, and we produce LNG equivalent to over 10% of Japan's LNG import volume. We will strive to provide a stable supply of energy maintaining a high level of safety awareness in operations.

Going forward, the challenges will be to establish a system capable of maintaining stable production of 9.3 million tons of LNG per year, and to advance the decarbonization of the project in line with INPEX Vision 2035.

Number of LNG cargos



LNG long-term sales agreements



Medium- to Long-Term Strategy

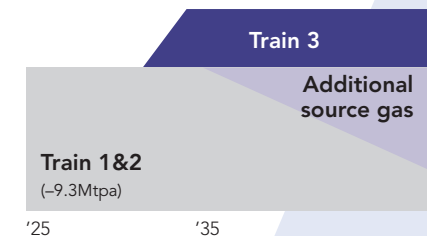
■ Implementation of CCS for decarbonization

In 2022, INPEX acquired a 53% interest in the G-7-AP (Bonaparte) GHG assessment block off the northwestern coast of the Northern Territory of Australia. We aim to inject CO₂ from the Ichthys LNG Project here starting from around 2030, and appraisal work is currently underway. We are also considering commercialization (hub development) of CCS through CO₂ injection by third parties, and are currently consulting with involved parties.

■ Expansion of LNG production capacity

This project currently uses two trains for production, but we are considering expanding to a third train in order to supply the Asian region, where LNG demand is expected to increase in the future. To operate the third train in the early 2030s, it is essential to secure natural gas as a gas source. We will continue to secure gas sources through the acquisition of surrounding blocks and exploration activities.

Illustration of Ichthys LNG production capacity



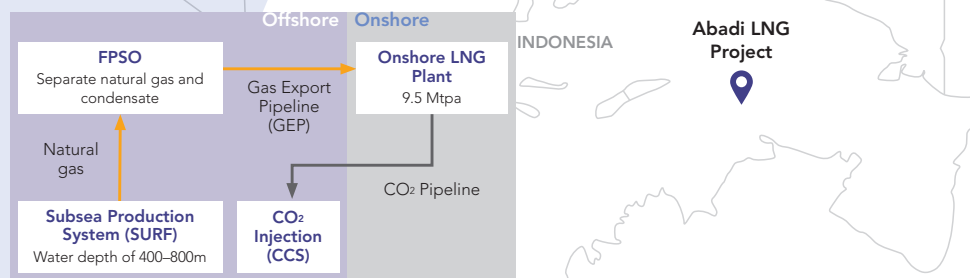
Growth Strategies by Project Oil and Natural gas/LNG Business

Abadi LNG Project

Project Overview

Contract area (block)	Masela
Project status	Preparation for development
Venture company (established)	INPEX Masela, Ltd. (December 2, 1998)

Development Concept



Value Creation Story

1998	<ul style="list-style-type: none"> Acquired 100% interest in Masela Block
2000	<ul style="list-style-type: none"> Discovered Abadi Gas Field
2019	<ul style="list-style-type: none"> Received approval from the Indonesian government for the development plan to produce 9.5 million tons of LNG per year
2023	<ul style="list-style-type: none"> Pertamina and PETRONAS joined the project as new partners Received approval from the Indonesian government for the revised development plan incorporating CCS
2025 to 2027	<ul style="list-style-type: none"> Starting front end engineering design (FEED) by the end of 2025 Aiming for final investment decision (FID) by the end of 2027
Early 2030s	<ul style="list-style-type: none"> Aiming for starting production

Mid-term Business Plan
INPEX Vision 2035

Current Project Status

This is one of the largest projects in Asia, and INPEX is participating as the operator. Once launched, this project will enable the stable supply of energy over the long term in the Asian region, including Indonesia, where LNG demand is expected to increase in the future. By liquefying natural gas from the Abadi Gas Field at an onshore LNG facility, the project is expected to produce approximately 9.5 million tons of LNG per year, equivalent to the Ichthys Project, up to 35,000 barrels of condensate per day and approximately 150 million cubic feet of natural gas per day.

In 2024, based on the revised development plan approved in November 2023, we implemented bidding for the start of front end engineering design (FEED), land and offshore ground surveys and geophysical exploration, and process to obtain environmental permits and approvals.

Future Plans and Issues

■ For starting production in the early 2030s

We will commence FEED by the end of 2025, while simultaneously advancing marketing, financing, site acquisition, and other activities, with the aim of reaching a final investment decision (FID) by the end of 2027. Following FID, we will promptly move into the engineering, procurement, and construction (EPC) phase and construct a subsea, umbilical, riser, and flowline system (SURF), floating production, storage, and offloading facility (FPSO), gas export pipelines (GEP), and an onshore LNG plant, including CCS-related facilities, with the aim of starting production in the early 2030s.

Feature: Dialogue with the Officers in Charge of the Ichthys and Abadi LNG Projects [P.20](#)

■ Issues and action plan

We will address the following issues that are expected to arise during project implementation.

Project execution risk (greenfield projects)

- ▶ Maximizing the utilization of knowledge gained from the Ichthys LNG Project and accepting human resources from partners

Country risk

- ▶ Close communication with Indonesian government authorities and collaboration with state-owned company Pertamina

Cost and schedule

- ▶ Maintaining a competitive environment among contractors, accurate estimates through FEED

In addition to the above, after FEED, we will reconfirm the economic feasibility of the project with the Indonesian government based on the latest cost and schedule estimates to ensure sufficient economic feasibility.

Growth Strategies by Project Oil and Natural gas/LNG Business

Abu Dhabi

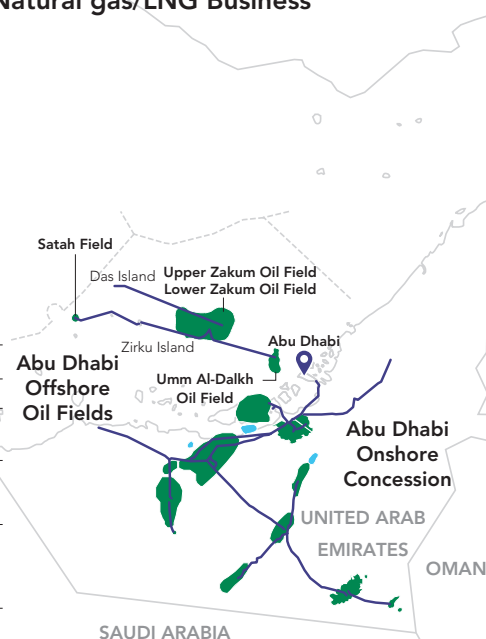
Project Overview

Abu Dhabi Onshore Concession Overview

Contract area (block)	Abu Dhabi Onshore Block
Project status	In production
Venture company (established)	JODCO Onshore Limited (April 15, 2015)

Abu Dhabi Offshore Oil Fields Overview

Contract area (block)	(1) Lower Zakum Oil Field (2) Upper Zakum Oil Field (3) Satah Field/Umm Al-Dalkh Oil Field
Project status	In production
Venture company (established)	(1) JODCO Lower Zakum Limited (January 25, 2018) (2) (3) Japan Oil Development Co., Ltd. (JODCO) (February 22, 1973)



Current Project Status

Abu Dhabi Onshore Concession

INPEX acquired a 5% interest in this concession in April 2015. The concession contains one of the world's largest deposits of oil. Stable production of crude oil is currently underway from 11 deposits with a production capacity of 2.0 million barrels per day.

Abu Dhabi Offshore Oil Fields

INPEX has been engaged in the development and production of oil fields offshore Abu Dhabi in the UAE since 1973. INPEX is now participating in the development and production of four offshore oil fields, namely the Upper Zakum Oil Field, which is one of the largest in the world, as well as the Lower Zakum, Satah and Umm Al-Dalkh Oil Fields. INPEX was appointed as the asset leader of the Lower Zakum Oil Field concession by ADNOC. As asset leader, INPEX plays a leading role in advancing development to lift the oil field's production capacity to 450 thousand barrels per day. Going forward, it will be important to steadily achieve production targets set for each onshore and offshore oil field while reducing development and production costs. To this end, we will continue to work closely with ADNOC and its partners to optimize development plans and investment.

What is an asset leader?

An asset leader is an IOC (International Oil Company) partner that closely collaborates with the operating companies ADNOC Offshore or ADNOC Onshore (the "Operator") to achieve production targets, reduce development and production costs, and facilitate technology transfer to the Operator while fulfilling the role of providing advisory services to ADNOC in the development of and production at Abu Dhabi onshore and offshore oil fields. An asset leader is appointed by ADNOC, and INPEX has been appointed as the asset leader for the Lower Zakum Oil Field since 2018. We believe that this appointment reflects not only our technical capabilities but also the high appreciation of our long-standing relationship of trust with Abu Dhabi.

Value Creation Story

1973	<ul style="list-style-type: none"> Began participating in development and production of oil fields offshore the UAE
2014	<ul style="list-style-type: none"> Extended the concession agreement for the Upper Zakum Oil Field (extended again to 2051 in 2017 with a commitment to raise capacity to 1.0 million BD)
2015	<ul style="list-style-type: none"> Acquired a 5% interest in the Abu Dhabi Onshore Concession (ADCO) (to 2054)
2018	<ul style="list-style-type: none"> Acquired an interest in the Lower Zakum Oil Field (to 2058) and extended the concession agreement for the Satah and Umm Al-Dalkh Oil Fields (to 2043)
2019	<ul style="list-style-type: none"> Exclusively awarded Onshore Block 4 as the operator in a block bid round
2021	<ul style="list-style-type: none"> Conducted drilling operations for the Onshore Block 4 exploratory/appraisal wells, and discovered multiple oil and gas reservoirs
2025 to 2027	<ul style="list-style-type: none"> Continuing stable operations at Abu Dhabi onshore and offshore oil fields while promoting clean energy Steadily progressing development toward full-scale production in the Onshore Block 4

Medium- to Long-Term Strategy

For stable operations and further cleaner energy

INPEX will continue to maintain a stable supply of Abu Dhabi crude oil, which boasts the largest production volume among INPEX's assets, while promoting further clean energy initiatives. INPEX will contribute to the stable operation of onshore blocks and four offshore oil fields in which it holds interests, in collaboration with project partners such as ADNOC, and steadily promote development plans aimed at expanding production capacity. In addition, although INPEX has already achieved very low GHG intensity, INPEX will promote the use of clean electricity from land-based grids to further promote low-carbon operations in offshore oil fields.

For development of Onshore Block 4

INPEX participated in the first-ever block bid round conducted by ADNOC in Abu Dhabi in the UAE in 2018 and was exclusively awarded Onshore Block 4 as the operator. After drilling exploratory wells from May 2021, we have discovered multiple oil and gas reservoirs. Based on the results of operations for exploratory/appraisal wells, INPEX is considering moving into the development and production phase.

Growth Strategies by Project Oil and Natural gas/LNG Business

Norway Projects

Project Overview

Contract area (block)	Snorre Oil Field and other projects
Project status	In production (Snorre Oil Field, etc.), under consideration for exploration/development
Venture company (established)	INPEX Idemitsu Norge AS (September 25, 1989)



Value Creation Story

2021	<ul style="list-style-type: none"> Joined the Snorre Oil Field and other projects
2022	<ul style="list-style-type: none"> Formulated an upstream business strategy for Norway at INPEX Idemitsu Norge AS
2023	<ul style="list-style-type: none"> Commenced power supply from the floating wind farm to the Snorre production facilities
2024	<ul style="list-style-type: none"> Decided to join CCS projects
2025 to 2027	<ul style="list-style-type: none"> Considering development of discovered and undeveloped oil and gas fields and pursuing exploration and M&A opportunities (ongoing) Further promoting low-carbon operations in existing production projects such as the Snorre project

Current Project Status

INPEX operates multiple projects through INPEX Idemitsu Norge AS (IIN), a wholly owned local subsidiary of INPEX Norway. IIN holds many oil and natural gas production and exploration licenses in the northern North Sea, northern Norwegian Sea and Barents Sea. The Snorre Oil Field, which commenced production in 1992, is the largest producer among the blocks for which IIN holds such licenses. Production is also underway at eight other oil and gas fields including the Fram Oil Field, Vega Gas/Condensate Field and Duva Oil and Gas Field. A large portion of the crude oil and natural gas produced is sold to the European market, making INPEX an integral part of the energy supply in Europe. In December 2024, INPEX agreed to acquire from Sval Energi AS, a Norwegian corporation, a portion of the shares in Trudvang CCS held by Sval Energi AS. This is the first participation for INPEX in CCS projects in Europe.

Going forward, INPEX will strive to further enhance its business value by promoting low-carbon operations in the medium to long term and increasing production volume.



Hywind Tampen floating wind farm facility

Medium- to Long-Term Strategy

■ For further low-carbon operations

Since 2023, INPEX has been continuing a stable power supply to the Snorre Project from the Hywind Tampen floating wind farm built nearby. In the Wisting Project, which aims to develop oil fields, INPEX is currently examining the concept of introducing offshore CCS. In addition, for the Trudvang CCS Project, INPEX will continue discussions with potential CO₂ emitters for an early start of operations while proceeding with examinations to determine the optimal development concept.

■ Development of discovered oil and gas fields and pursuit of exploration and M&A opportunities

IIN participated in Norway's Awards in Predefined Areas (APA) 2024 licensing round and was awarded eight production licenses (two of which are as an operator) in blocks located in the northern North Sea and northern Norwegian Sea. As a result of this, IIN holds three licenses in total as an operator.

INPEX will seek to further expand production by acquiring low-carbon oil and gas assets through exploration and M&A, and enhance the value of its business while continuing to develop multiple discovered yet undeveloped oil and gas fields.

Growth Strategies by Project Oil and Natural gas/LNG Business

Japan

Project Overview

INPEX started exploring, developing, and producing natural gas in Japan in the 1950s, and has been producing gas from the Minami-Nagaoka Gas Field (Nagaoka City, Niigata Prefecture), one of the largest of its kind in Japan, since 1984.

In 2013, INPEX commenced operation of the Naoetsu LNG Terminal (Joetsu City, Niigata Prefecture), which receives LNG. After regasification of LNG received at the terminal, the natural gas from the terminal, together with natural gas produced at the Minami-Nagaoka Gas Field, is supplied to city gas companies and industrial customers through a natural gas trunk pipeline network approximately 1,500 kilometers long stretching across the Kanto, Koshinetsu, and Hokuriku regions. Furthermore, in October 2018, INPEX began receiving LNG at the Naoetsu LNG Terminal that is shipped for the first time from the Ichthys LNG Project, which we operate in Australia. In a situation where the importance of natural gas is increasing during the transition to a net zero society, INPEX's enhanced domestic natural gas supply capacity and stable supply system play a role in the global gas value chain that connects overseas gas sources with the domestic gas market.

Value Creation Story

- | | |
|-------|--|
| 1950s | <ul style="list-style-type: none"> Commenced natural gas exploration, development and production activities in Japan |
| 1984 | <ul style="list-style-type: none"> Commenced production at the Minami-Nagaoka Gas Field |
| 2013 | <ul style="list-style-type: none"> Started operation of the Naoetsu LNG Terminal |
| 2018 | <ul style="list-style-type: none"> First carrier ship from Ichthys entered the Naoetsu LNG Terminal |
| 2023 | <ul style="list-style-type: none"> 100th ocean-going vessel, counting both LNG and LPG ships, arrived at Naoetsu LNG Terminal |
| 2024 | <ul style="list-style-type: none"> Established INPEX JAPAN, Ltd. Complete the fifth stage of construction of the Shin Tokyo Line |

Current Project Status

INPEX believes that it is essential to advance its growth strategies utilizing domestically produced gas assets and supply networks, which are becoming increasingly important amid growing geopolitical risks, and to create value-added businesses to respond to the energy transition, while coping with changes in the environment surrounding INPEX's business in Japan, one of our core areas. In order to achieve these objectives, it is necessary to streamline the management structure of the Group, speed up decision-making processes, and promote the flexible and efficient advancement of this business. INPEX JAPAN, LTD. has therefor been established, through which INPEX conducts natural gas business in Japan.

Medium- to Long-Term Strategy

- Promotion of efficient integrated upstream and downstream business operations and initiatives to enhance profitability

INPEX will continue to ensure a stable gas supply by leveraging the synergies of domestic natural gas, imported LNG, and the extensive 1,500-kilometer gas pipeline networks. In addition, INPEX will maintain and expand domestic production levels through taking initiatives in drilling additional wells to improve recovery and continue explorations activities in high-potential areas.



Koshijihara Plant



Naoetsu LNG Terminal

Growth Strategies by Project

/ Lower-Carbon Solutions

CCS and hydrogen

INPEX will work to achieve low-carbon energy to reach net zero by 2050.

INPEX aims to achieve significant GHG emissions reductions using CCS and establish new revenue streams by offering CCS and hydrogen-based GHG reduction solutions to third parties.

Integrated Demonstration of Blue Hydrogen & Ammonia Production and Usage in Kashiwazaki City

INPEX's integrated demonstration of blue hydrogen and ammonia production and usage is the first project in Japan to build an integrated hydrogen and ammonia value chain from production to usage. INPEX commenced construction of surface plant facilities in 2023 and will commence supply of blue hydrogen and ammonia from 2025.

Natural gas produced at the Minami-Nagaoka Gas Field that INPEX operates in Niigata Prefecture will be used as raw material. The CO₂ generated during the production process will be separated, pressurized and injected in a subsurface gas reservoir in the Hirai area of the Higashi-Kashiwazaki Gas Field, where gas production has already been terminated, as a carbon dioxide capture, utilization, and storage (CCUS) effort to increase natural gas recovery. Hydrogen produced in this manner while reducing CO₂ emissions into the atmosphere is referred to as blue hydrogen. Blue hydrogen produced in the demonstration test will be converted into electricity through a hydrogen power generation system and supplied to end users in Niigata Prefecture. Some of the blue hydrogen will be used to produce blue ammonia with the aim of supplying it to customers in Niigata Prefecture.



The Hirai area of the Higashi-Kashiwazaki Gas Field

Medium- to Long-Term Strategy and Milestones

2022	<ul style="list-style-type: none"> Made final investment decision
2023	<ul style="list-style-type: none"> Started construction of plant facilities
2025	<ul style="list-style-type: none"> Completing the plant facilities and starting production

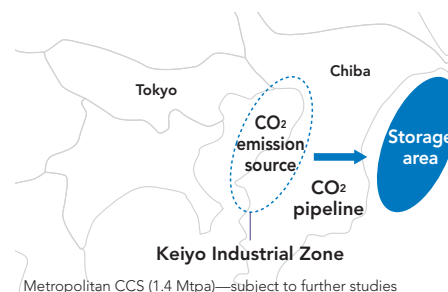
Metropolitan Area CCS Project

The Metropolitan Area CCS Project is a CCS¹ project that will involve collecting CO₂ emitted from Nippon Steel's East Nippon Works Kimitsu Area and multiple industries in the Keiyo coastal industrial region, transporting the CO₂ via large-capacity pipelines, and storing it beneath the sea off the eastern coast of Chiba Prefecture.

INPEX, in partnership with Nippon Steel Corporation and Kanto Natural Gas Development Co., Ltd., was awarded consignment contracts following a public offering by the Japan Organization for Metals and Energy Security (JOGMEC) for the "survey on the implementation of advanced CCS projects" and "design work on the implementation of advanced CCS projects²." INPEX and its partners have since leveraged their respective technical strengths and capabilities and are currently conducting design work on each segment of the CCS value chain for commercialization purposes. INPEX will continue to contribute to the realization of a net zero society by strengthening collaboration across industries.

1 Carbon dioxide Capture and Storage (CCS): the process of separating, capturing, and storing CO₂

2 Business feasibility studies as well as the basic engineering design for a CCS value chain involving detailed studies on CO₂ separation/collection, transportation and storage, and assessments on CO₂ storage potential including exploratory drilling, intended to promote and expand CCS projects



* The pipeline route and the storage area is currently under evaluation and selection

Medium- to Long-Term Strategy and Milestones

2023	<ul style="list-style-type: none"> Officially selected by JOGMEC in a public offering for the "Survey on the Implementation of Advanced CCS Projects" in 2023
Around 2030	<ul style="list-style-type: none"> Aiming at starting CO₂ injection

Growth Strategies by Project

/ Drive initiatives in the energy and resources fields

Power-related business including renewable energy, and iodine

INPEX will seek to expand businesses in power-related fields leveraging our distinctive capabilities.

Supply power in a cleanest possible form

- Pursue business opportunities in gas-fired generation in an integrated and cleaner manner, alongside natural gas and LNG supply
- By optimizing the combination of renewable energy generation with balancing power sources such as battery storage, we will selectively invest in projects that maximize value and profitability
- In addition to acquiring balancing power sources, accumulate energy power management expertise

Initiatives in non-oil and gas subsurface resources

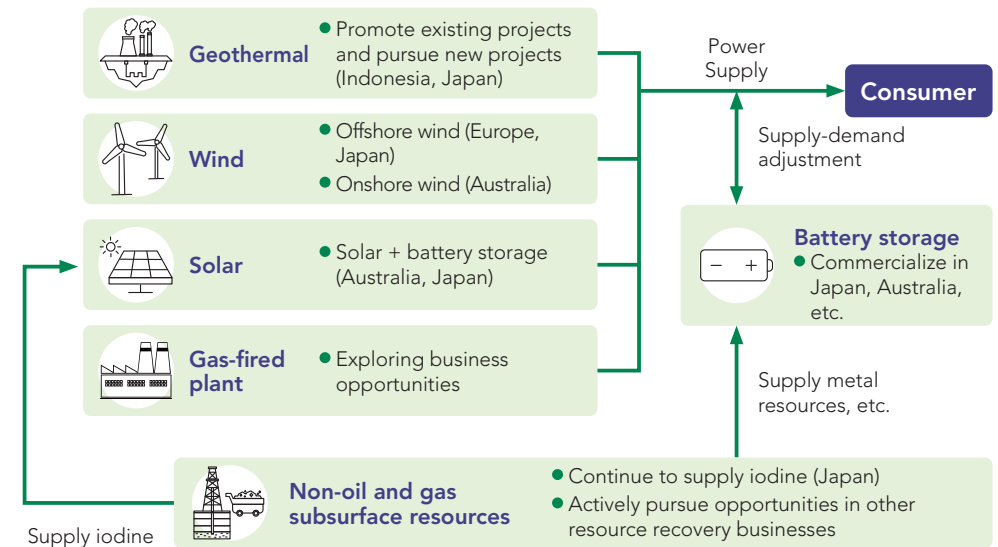
- As part of by-product from our gas field in Japan, supply iodine to support the expansion of perovskite-type solar cells
- Pursue other resource recovery business from brine and subsurface fluids

Aim to provide solutions to power-intensive sectors by supplying more efficient and cleaner energy

Iodine business

Brine contains a high concentration of iodine, and the refined iodine is mainly used as a raw material for chemical and pharmaceutical products. INPEX exports iodine, an international commodity, to companies in Europe, the United States and Asia under the brand INPEX IODINE, backed by the world's largest plentiful brine resources lying in Chiba Prefecture. Seven companies in Japan, including INPEX, produce iodine, mostly in Chiba Prefecture, which has a large quantity of water-soluble natural gas (80% of domestic production volume). INPEX outsources brine produced in Chiba Prefecture and manufactures iodine using a method called the displacement method. In the future, iodine is expected to find broader and more diverse applications, such as raw materials for perovskite solar cells, which are in the limelight as next-generation solar cells.

Product Name	INPEX IODINE
Loading Form	Prill (Spherical)
Shape	Fiber drum 22L (loaded with 50kg)
Purity	Iodine content: 99.7% or more Non-volatile matter: 0.02% or less Chlorine and bromine: 0.003% or less Sulfate: 0.005% or less



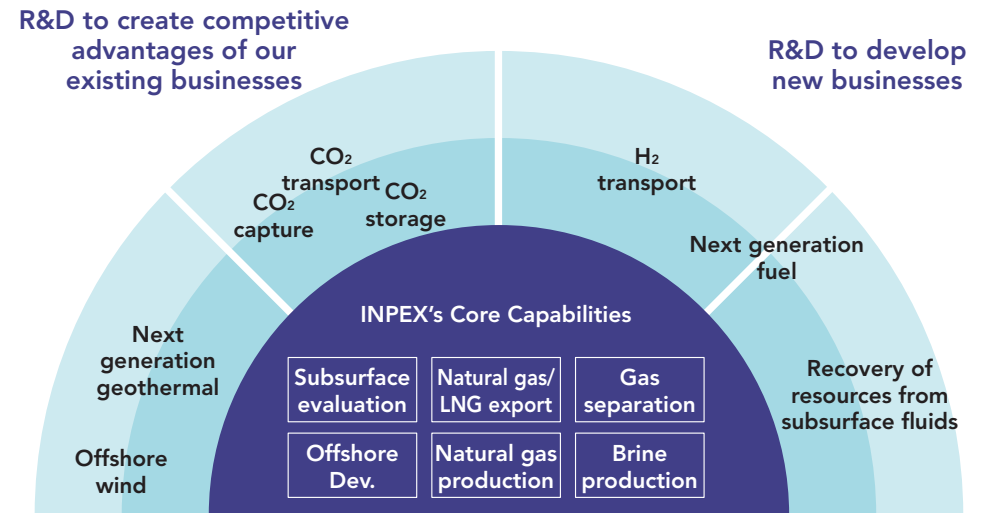
Flat Rocks Onshore Wind Farm Project, Australia

Technical Strategies

Acquisition of Technological Capabilities to Advance Business with Competitive Edge through R&D

By integrating INPEX's technologies and expertise with technologies developed through Research and Development (R&D), we aim to create competitive advantages of our existing businesses and to develop new businesses.

The Technical Headquarters develops existing oil development technologies owned by INPEX and pursues technologies necessary for efficient project development, efficient and stable operation of production assets, and CCS, etc. In addition, in January 2024, we established INPEX Research Hub for Energy Transformation (I-RHEX) Unit, the Innovation Division, as a research and development center for advanced technologies such as CCUS and low-cost hydrogen production, and the application of oil and natural gas development technologies to clean energy technologies. The I-RHEX Unit promotes collaboration and joint research with companies, universities, and research institutions to develop cutting-edge technologies. INPEX will continue to advance its energy transformation (EX) initiatives and serve as a hub for technological development that contributes to EX across society.



	Examples of Initiatives aimed at integrating INPEX's technologies and expertise with technologies developed through Research and Development (R&D)	
Pillar for Growth 1 Expand natural gas and LNG business	<ul style="list-style-type: none"> Improvement of field evaluation accuracy through enhanced accuracy of underground imaging using geophysical exploration and application of machine learning and AI to geological information Advancement of enhanced oil recovery (EOR) / enhanced gas recovery (EGR) technologies Advancement of the tight reservoir development technologies, including fracturing Evaluation and troubleshooting of new technologies that lead to improved operational efficiency based on knowledge gained through investigation, analysis, research, and development of CO₂ absorption materials 	<ul style="list-style-type: none"> Improvement of precision and acceleration of oil reservoir simulation/history matching using machine learning and AI More efficient utilization of lessons learned in development, production, and operation using machine learning and AI Application of robot technology to production, operations, and facility maintenance Automation and labor savings at marine facilities
Pillar for Growth 2 Provide lower-carbon solutions leveraging CCS and Hydrogen	<ul style="list-style-type: none"> Advancement of technologies necessary for the safe and efficient promotion of CCS projects (CCS potential assessment technology, caprock integrity assessment technology based on geological characteristics, geomechanics technology, monitoring technology, completion techniques, etc.) Development of a CO₂ underground flow simulator (a high-speed surrogate model) utilizing machine learning and AI Hydrogen embrittlement evaluation of pipeline steel pipes 	<ul style="list-style-type: none"> Development of a method for evaluating CO₂ mineralization by CCS Research and development for establishing a supply chain centered on CO₂ transport methods in replacement of liquefied carbon dioxide Research and development on direct air capture (DAC) and post combustion capture (PCC) Research and development on clean fuels (ammonia synthesis/decomposition and synthetic fuels)
Pillar for Growth 3 Drive initiatives in the energy and resources fields by leveraging INPEX's distinctive capabilities	<ul style="list-style-type: none"> Improvement of safety and work efficiency in geothermal well drilling Evaluation and examination of enhanced geothermal system (EGS) Application of marine drilling technology to other fields and new fields Research and examination of new offshore power generation methods 	<ul style="list-style-type: none"> Investigation, evaluation, exploration, research, and development of technologies for recovering valuable materials from brine water Evaluation and development of metal recovery technology in situ within wells

Thorough Utilization of Digital Technology

As a “digital energy company,” the Group aims to ensure a stable supply of energy and improve business efficiency through the use of digital technology.

We will advance initiatives that utilize cutting-edge technologies such as AI, based on issue-driven problem solving at the site, and promote digital twins for LNG plants and remote monitoring of gas fields to improve operational efficiency across the entire Company.

In addition, we will continue to make investments for accelerating business transformation by developing human resources capable of utilizing digital technology and insourcing applications, along with investments in the latest technologies.

Digital Strategy Promotion System

In April 2025, INPEX reorganized its Digital Transformation Group and Information Systems Department to establish the O&M and Facility Unit Advanced O&M Group and the Digital Technology Unit pursuant to a plan to consolidate specialized knowledge and strengthen business support functions. These two groups are collaborating to promote the thorough utilization of digital technology in INPEX.

The utilization of digital technology requires the development of human resources with digital skills. We promote “AI for Everyone” by hiring AI engineers and data scientists, provide digital literacy training for all employees, and give lectures on digital technology for management.

Case example 1 Labor savings and automation

In spring 2022, we launched a pilot project centered on integrated monitoring and control by the integrated operation center, utilization of IoT devices and AI through smart facilities, and integration of data and IT systems through the plant digital platform. Based on the success of the demonstration experiment, we are steadily moving forward toward the realization of next-generation smart plants, including the start of practical application of mobile device-based patrol inspections and remote monitoring.



Integrated monitoring by the integrated operation center



Mobile device-based patrol inspections

Case example 2 Accelerating CCS simulation using machine learning

We developed a high-speed surrogate model using machine learning to reduce the time required for CCS reservoir simulation.

By inputting diverse geological and operating conditions, predictions of pressure, gas saturation, and other parameters can be quickly obtained, and reservoir efficiency and pressure rise rates can be accurately evaluated in a short time. The model enables rapid performance of optimization and sensitivity analysis that support decision-making.

Case example 3 Promoting the use of AI services under the AIR concept

AIR is an activity for promoting the use of AI services under the AIR concept of “Where AI naturally belongs in the workplace, like the air we breathe.”

Our mission is to achieve high efficiency in office work, create a workplace where AI is accessible to everyone, and foster a culture of AI utilization. We aim to create a culture where every employee thoroughly utilizes AI through internal communication using videos and AI utilization training at production sites.



Concept for promoting the use of AI services

Reinforcement of Trading Functions

In recent years, with the increased liquidity of crude oil and natural gas transactions, reinforcement of trading functions has become a challenge inevitable to secure stable earnings.

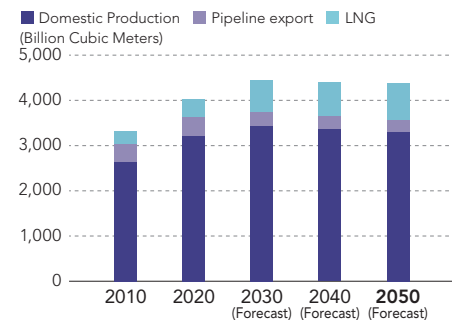
INPEX plans to strengthen sales of crude oil and LNG in which we have interests through INPEX Energy Trading Singapore Pte. Ltd., a subsidiary established in Singapore, an Asian trading hub.

LNG supply and demand outlook

Natural gas supply and demand have been growing steadily, but with the rise of renewable energy, growth is expected to slow in the long term.

However, LNG supply offers greater flexibility in transportation compared to conventional pipeline supplies as a form of import and export, and geopolitical risks are relatively low. As a result, LNG supply is expected to remain steady in the future.

Changes in natural gas supply and demand



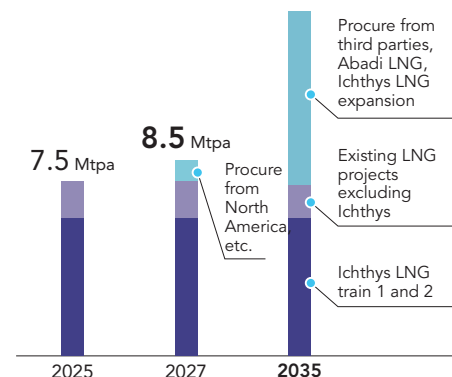
Source: Prepared by INPEX based on World Energy Outlook (IEA)

Expansion of net LNG trading volume

Currently, INPEX's net LNG trading volume is approximately 7.5 million tons, mainly from Ichthys, but INPEX plans to expand this to approximately 8.5 million tons by 2027 through procurement from North America and other sources.

In the future, INPEX expects to further expand its trading volume through increased procurement from third parties and the start of production at Abadi, but in order to maintain an efficient and flexible portfolio supply, it is essential to strengthen INPEX's LNG trading functions.

Illustration of net LNG trading volume* expansion



* The total volume includes procurement from third parties and equity-share volumes from JV projects, calculated by multiplying each project's production volume by INPEX equity share.

Reinforcement of sales functions of INPEX Energy Trading Singapore Pte. Ltd.

In recent years, the advanced globalization of the crude oil market has led to an influx of foreign crude oil into the Asian market, intensifying competition in the sales environment. INPEX has established INPEX Energy Trading Singapore Pte. Ltd. ("IETS") in Singapore, a hub for transactions for many market participants, and has integrated its contact points for crude oil sales to respond to diverse customer requests regarding price, delivery, and other terms and conditions. In addition to stable sale of crude oil in which we have interests, INPEX also aims to increase sales value.

In 2022, INPEX executed a first contract for the long-term purchase of US-produced LNG. IETS has already been conducting supply and demand adjustments for its own base in relation to LNG in which we have interests such as Ichthys. Going forward, however, we will further expand LNG trading functions across the INPEX Group by means such as the procurement of US-produced LNG.

In particular, by expanding its LNG portfolio and strengthening its trading functions, INPEX plans to advance its initiatives to increase sales to customers in Japan and other Asian countries, while also seeking to expand sales in the European market from London.



IETS

