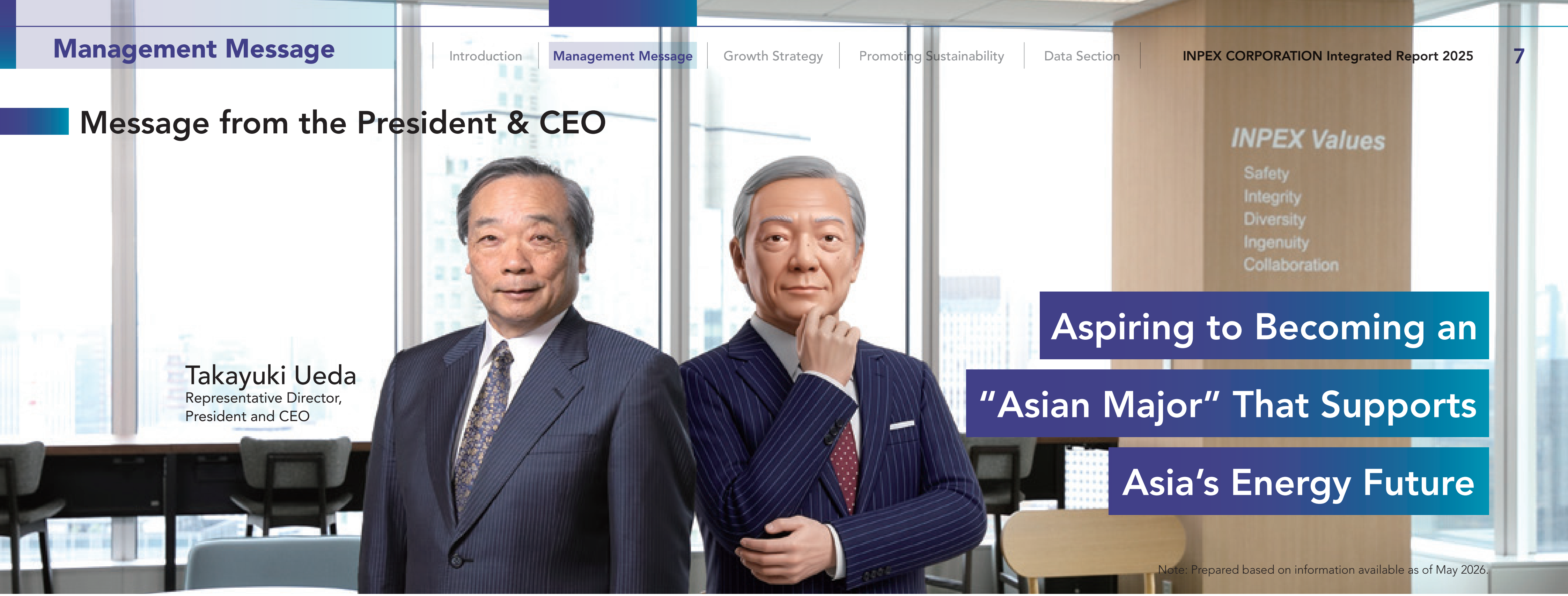
Message from the President & CEO



Takayuki Ueda
Representative Director,
President and CEO

Aspiring to Becoming an "Asian Major" That Supports Asia's Energy Future

Note: Prepared based on information available as of May 2026.

Long time no see. Have you been having a quiet spell?

I wish I could say it had been a smooth and uneventful year, but the honest answer is that we've just been holding our ground as best we can amid a turbulent world.

I take it you mean the Iran conflict.

The closure of the Strait of Hormuz is basically unprecedented in history, so Asian countries with high dependence on the Middle East, Japan very much included, face the prospect of a major impact on their entire economies if the closure drags on or oil and gas facilities are destroyed.

Is INPEX all right?

We have around 170 local staff members and their families, and we temporarily evacuated them safely. From a business perspective, what this kind of situation really drives home is the importance of portfolio. INPEX has operations in the UAE centered on crude oil, and if that production were to halt, we would take a considerable hit. But the core of INPEX's portfolio is natural gas operations in Asia and Oceania, particularly in Australia, and this accounts for more than 70% of our profits, so given that long-term gas contract prices are linked to crude oil prices, as long as we can maintain stable production in Asia, the Company's performance will be fine. I'm reminded once again that having a resilient portfolio is the foundation of crisis management.

Do you think this latest Middle East crisis will change the energy landscape going forward? What is your view?

This latest Middle East crisis has made abundantly clear the impact that geopolitical risks can have on the global economy when they materialize. I therefore believe the energy landscape is likely to change significantly going forward. Put simply, we are moving away from an energy system centered primarily on economic efficiency toward one that places greater emphasis on energy security and resilience. That said, the direction of change will vary considerably by country and region. In Europe, renewables are likely to play an increasingly important role; in Asia, coal; and in the United States, natural gas. The crisis has also reaffirmed

Message from the President & CEO

the importance of oil, not only as a fuel but also as a raw material for products such as plastics. We will probably also see moves in the Middle East to enable exports from outside the Arabian Gulf in order to reduce geopolitical risk, as well as efforts to diversify supply sources beyond the Middle East. Furthermore, EVs as alternatives to gasoline-powered vehicles, and LNG and ammonia as alternatives to marine fuel oil, have mainly been promoted to date from the perspective of clean energy. Going forward, however, they will likely also be viewed as important from an energy security perspective. In any case, I believe this crisis could have a major medium- to long-term impact on the entire energy system.

Well, that may not necessarily be a bad thing.

You could certainly see it that way. But this kind of systemic change and transition comes at a considerable cost, and my concern is that energy costs may rise over the medium to long term as a result. I think many people want stronger energy security, while also hoping costs will remain where they are today. But energy security and resilience do not come for free. Going forward, I believe the challenge will be how to reconcile the cost of strengthening energy security with the resulting increase in energy costs.

I see. In that case, does that make Asia even more promising going forward? There is no exposure to the risk of a closure of the Strait of Hormuz, and since the demand centers are in Asia, voyage times can also be shorter.

Exactly. Asia has its own risks, but countries like Australia are relatively stable. When you factor in geopolitical risk, LPLC projects really matter, and the Abadi LNG Project in Indonesia that we're working so hard on right now fits the bill as an LPLC project in Asia.

Is Abadi going well?

Yes, things have progressed smoothly so far. We entered the front end engineering design (FEED) phase last summer, and we've obtained the necessary environmental permits from the Indonesian government. We now have around 350 people at INPEX's Jakarta Office carrying out design work together with our contractors. We're aiming for a final investment decision (FID) and the start of full-scale construction next year. Our relationship with the Indonesian government is also in good shape.

Abadi must carry its share of risks too. What are they? I trust you have plans to deal with them.

Unlike some people I could mention, we're proceeding with caution. Abadi is in a somewhat remote part of Indonesia, but this is a world-class, large-scale project that will see annual LNG production of 9.5 million tons, so of course there are risks. In addition to technical risks, there are the challenges of building large-scale facilities in a region with underdeveloped infrastructure, and there's also the question of whether economic viability can be maintained as project costs rise amid the current global inflationary environment. Other questions are whether the market will show interest in Abadi, and whether financing will hold up. That said, the project concept is quite close to Ichthys LNG Project, so we can draw heavily on the Lessons Learnt there to significantly reduce risk. That's why we've been transferring experts who worked on Ichthys development in Australia to Jakarta and throwing everything we have at it. (P.29)

And do you have a plan for dealing with cost increases?

We have agreed with the Indonesian government that if the project's economic viability looks insufficient following FEED, we will enter into consultations at that point. We'll work hard through that process to secure adequate returns.

There's one thing about Abadi that has really given us a boost lately. That is that LNG demand in Indonesia and across Asia is set to grow over the long term, and expectations for Asian-produced LNG are extraordinarily high. We've already started sales negotiations for Abadi, and the number of potential buyers wanting to get their hands on Asian LNG is remarkable. We're already receiving expressions of interest, that exceed the production capacity several times over. In addition, the Indonesian government has strong expectations for Abadi as domestic demand continues to grow. Although these agreements are not binding at this stage, we recently secured heads of agreement (HOAs) on supply with two majors, in addition to domestic buyers in Indonesia. Together, these agreements cover more than half of the project's available production volume. Reaching HOAs with nearly a year remaining before the FID is unusual,

Message from the President & CEO

and I believe this reflects the exceptionally high level of interest in, and strong expectations for, the project. It may be a little optimistic of me, but I believe that where there is demand, and where we have a strong will to meet it, various difficulties can be overcome.

You're always the optimist! But isn't it normal for a CEO to plan for worst-case scenarios? Don't investors ever tell you that you're not fit to run a company?

Well, I think optimism is one valid quality for a leader.

Is that why your golf game consists of going for the green in two, but ending up in the bunker and walking off with a double bogey?

Leave me alone!

Anyway, it's not just Abadi. Ichthys has also made a big step forward toward expansion.

How so?

About 700 kilometers from Darwin, where the Ichthys onshore plant is located, there's a place called Beetaloo, where significant shale gas reserves are believed to exist. INPEX has reached an agreement with a company holding major interest in the region to jointly conduct exploration, drilling, and ultimately, development.

Is it really that big?

Beetaloo is actually a vast area, around the size of the Kanto Plain, and even just the part INPEX is involved in is roughly two-thirds the size of Tokyo. Of course, we won't know the precise figures until the exploration is carried out, but if things go well, there might be sufficient gas to support the expansion of Ichthys in the form of backfill and additional trains. The situation differs from U.S. shale development, as this is a region that is yet to be developed. But by leveraging the human resources and financial strength INPEX has built up in Australia, it's a viable proposition: not easy, but achievable.

There you go again with the optimism, but I guess that's just you. Anyway, from an investor's perspective, both Abadi and the Ichthys expansion are post-2030 stories. So how are you going to build up earnings in the meantime, over the near or medium term? Optimism isn't enough. Do you have a plan?

You've actually asked a good question, for once. Building up solid near- and medium-term earnings is very much on my mind. Partly because of that, we've recently acquired, through a tender process, the Japanese government's stake in INPEX South West Caspian Sea Petroleum, which holds an interest in the ACG block in the Caspian Sea off Azerbaijan, and we are also moving to acquire assets in Asia for which production has already commenced or an FID has been made, as these offer the prospect of near-term monetization. On top of that, regarding earnings in Abu Dhabi, we will be expanding production capacity in line with the UAE government's policy going forward, so while investment will increase, profits will grow steadily as well. We are also working to capture foreign exchange gains by recovering a portion of the Ichthys investment that was made when the yen was stronger. By building up near- and medium-term profits in these ways, and linking them through to the longer-term Abadi and Ichthys expansion, we should achieve a continuous, gradual increase in profits.

Well, assuming things actually go according to plan. By the way, how are things going on the clean energy front?

The global mood around clean energy is shifting significantly. Before the war in Ukraine, the emphasis was on energy transition. People were asking why we were still in fossil fuels when they were destined to become stranded assets. But after Ukraine, the focus swung to energy security, with fossil fuels, and natural gas in particular, recognized as playing an important long-term role. More recently, the dominant discussion has been about how the supply side can respond to the explosive growth in power demand being driven by AI and data centers, and the conclusion increasingly being drawn is that there is no choice but to mobilize all available energy sources: renewables, natural gas, nuclear, and more. "Energy addition" has become the buzzword capturing this shift. At the same time, projects in hydrogen, ammonia, and renewables are increasingly being suspended or substantially revised, and my honest feeling lately is that clean energy has hit a bit of a wall.

Message from the President & CEO

You opened a blue hydrogen demonstration plant in Niigata last year. What's your plan for hydrogen going forward?

I think this is a time to hold our ground. What working on hydrogen and ammonia has taught us is that the costs are several times higher than conventional energy, and at that level, customers will be unable to cope. Users want clean energy, but at roughly the same cost as what they pay today, and there's a significant gap between supply and demand on that front.

So what do you do?

It's a difficult problem, but I think the only way forward is for the supply and demand sides to work together to introduce clean energy incrementally. With hydrogen and ammonia, for instance, the key is to start by creating a catalytic base of demand, even if it's just 1% or 2%, centered on mobility and industry, supply into that demand, then gradually grow it, expanding supply capacity in step. As plant scale increases, costs come down, and lower costs generate more demand. Building that virtuous cycle is what everyone needs to be working toward together.

So it's a chicken-and-egg problem?

Yes, in a sense. But from INPEX's perspective as a supplier, I prefer to think of this as a preparation period we've been given, an opportunity to build our capabilities steadily, including honing our technical expertise across a range of clean energy projects.

That being the case, some see Carbon dioxide Capture and Storage (CCS) as promising. What's your take?

CCS is certainly attracting attention as a technology capable of reliably processing large volumes of CO_2. If fossil fuels such as natural gas are going to be used over the long term, technology that reduces the CO_2 produced from their production and use is indispensable. One direction would be to pursue natural gas production and power generation together with CCS as a package.

You need to move beyond ideals and optimism and actually do it.

I know, and we have a number of CCS initiatives underway. For example, we have launched a project called Metropolitan Area CCS. The idea is to collect CO_2 from factories in the Keiyo Industrial Zone in the greater Tokyo area, transport it via pipeline off the eastern coast of the Boso Peninsula in Chiba Prefecture, and store it several thousand meters below sea level. Starting this year and into next, we plan to drill wells off Boso to confirm whether CO_2 can be stored stably and efficiently. If successful, this project has the potential to make a significant contribution to addressing the CO_2 challenge in the greater Tokyo area. We are also advancing a project called Bonaparte CCS in Australia to handle CO_2 produced from Ichthys operations. When we drilled the wells, we found an excellent reservoir. In the future, we are thinking of developing this into a world-class CCS project, handling not only CO_2 from Ichthys, but potentially also CO_2 transported from Japan.

So INPEX will continue doing both? Oil and gas development and production and clean energy development? Given the current situation, won't the investment ratio between the two change?

Our commitment to the "two-way player" approach of doing both remains unchanged, but yes, the investment ratio may shift somewhat. Given that natural gas is set to become increasingly dominant over the long term, we will assign even more weight than before to investments that expand natural gas production over the long term. On the clean energy side, the pace of progress on individual projects is slowing somewhat, so we will calibrate our investments accordingly. We originally envisaged a roughly 8:2 split between oil and gas versus clean energy investment, but the oil and gas share may end up somewhat higher as a result.

Incidentally, when I talk to global investors, they think about INPEX not so much in comparison with other Japanese companies, but against other international oil companies (IOCs), the majors and so on.
We need a comparative advantage to attract investment. So what are INPEX's strengths when measured against other IOCs?

Since when does an avatar do that kind of analysis? You're a handful. Fine. INPEX has two strengths compared to other IOCs. The first is **high growth potential** and the second is a **broad Asian network**. Regarding growth potential, other IOCs such as the supermajors produce on a scale that we could never match, but in terms of growth, INPEX, with major projects like Abadi in the pipeline,

Message from the President & CEO

has strong growth potential. If the supermajors are mature, established companies, INPEX is perhaps a teenager, and I want people to see that growth potential. As for our Asian network, INPEX has deep and expansive relationships with companies, governments, and communities across Asia, and that is one of our strengths in business.

Interesting. In that case, what kind of company does INPEX aspire to be? You talk about strong growth potential, but just increasing volumes isn't necessarily meaningful, is it?
And surely an energy transformation will happen somewhere at some point.

That's right. Our oil and natural gas production volume is around 630,000 barrels of oil equivalent per day (BOE/d) today, and I expect it will exceed 800,000 BOE/d around 2035, after Abadi comes onstream. But volume growth is not the only goal, and realistically, becoming a supermajor is out of reach. What we actually want to be is a leading energy company with significant influence in Asia.

A key major in Asia, so to speak?

Exactly. **The goal is to become an efficient and competitive "Asian major,"** taking responsibility for the stable supply of energy in the Asian region. And this applies beyond fossil fuels. Even as the energy mix that society relies on shifts over the long term from fossil fuels to clean energy sources such as hydrogen and renewables, the aim is to remain one of the central players in energy supply for each era as it comes.

Fair enough, better to aim high. But this year's planned investment of around 800 billion yen is considerably higher than usual. Isn't it too much? Neglect shareholder returns and there will be consequences!

It's true that investment is heavy this year, with Abadi and exploration. But a good portion of it is investment that was originally planned for last year and carried over, so when you smooth out last year and this year together, the total investment is broadly in line with the Mid-term Business Plan. Neglecting returns is not something we are considering at all.

Our share price has risen quite a bit. Are you satisfied?

Not in the slightest. Yes, our share price has risen considerably over the past year and our PBR has improved significantly, but compared to other IOCs, we are still undervalued. If anything, I think the real battle is just beginning.

What do you mean?

Our basic approach is to grow the Company first, increase profits and cash flow, and then expand returns in line with that growth. The Company is now genuinely entering a phase of medium-to-long-term growth, and we want to see that through, growing while increasing returns. Of course, we will firmly uphold the commitments made in INPEX Vision 2035: a total return ratio of 50% or more and progressive dividends. Investors can obviously look forward to dividends in the short term, but I'd also love for them to understand that if they hold their shares over the long term, they will see them rise significantly in value in line with the Company's growth. If the recent runup in our share price is being driven by war-related oil price increases, that is frankly a little disheartening. **What I want to say to investors is: "Buy us for our growth, not because of the war."**

Easy for you to say. What about taking a shorter-term view? Doing more share buybacks, for instance?
Some companies use large-scale buybacks to push up their share price and PBR.

I'm aware of that. It's not that INPEX couldn't do it, but channeling large sums into buybacks ultimately reduces the capital available for investment over the long term, even if the money is replaced with leverage. It puts a brake on growth. INPEX is still a young company on a growth trajectory, and I believe the right strategy for us is to grow, reap more from that growth, and return more to shareholders as a result. And given the recent Hormuz crisis, I'm doubly reminded that maintaining a solid capital base is vital.

Well, do your best, so that optimistic dream of yours doesn't stay a dream.

I certainly will.

Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

Daisuke Yamada
Director,
Executive Vice President,
Finance & Accounting

Toshiaki Takimoto
Director,
Senior Executive Vice President
Corporate Strategy & Planning

Facilitator:
Norimasa Shinya
Head of Equity Research
Department / Senior Analyst
Mizuho Securities Co., Ltd.

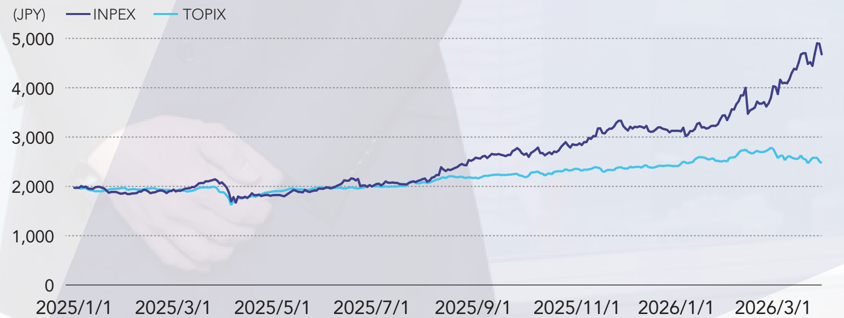
INPEX's growth strategy:
Driving our value creation to the next stage

Generating profits through balance sheet control

Shinya: Until recently, INPEX's stock price was relatively closely correlated with crude oil prices and tended to fall when oil prices declined. In 2025, however, INPEX's stock price continued to rise even as oil prices moved sluggishly. I guess it was a year in which there was considerable interest in the Company among investors.
Yamada: Our stock price began surging from the summer of 2025, surpassing 3,000 yen from November onward, and has been trading in the 4,000 yen range since February 2026. It pulled back to 3,500 yen at one point, but has since resumed an upward trend. Compared to where it used to be, it's almost unrecognizable.
Shinya: The most recent share price movements reflect the surge in crude oil prices driven by the situation in the Middle East, but the rise seen in 2025 can be attributed to management's commitment to the share price and corporate value. What was particularly striking was how the Company clearly articulated its policy on capital allocation, including shareholder returns, strengthening its messaging to the stock market and investors about what it intended to deliver.

TOPIX and INPEX stock price trends

Note: Indexed with INPEX's stock price of 1,970 yen as of January 1, 2025 set as the base value.



This roundtable was held in March 2026.
The data reflect figures as of the financial results announcement on February 12, 2026.

Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

Yamada: That's right. The primary focus of today's roundtable is dialogue with investors, but before we get into that, I would also like to touch on how the Company is perceived from the perspective of creditors, who are equally important stakeholders. It goes without saying that "going concern" and "enhancement of corporate value" are often framed as a trade-off, but from a practical and management standpoint, the key question is whether they can be designed to be mutually reinforcing.

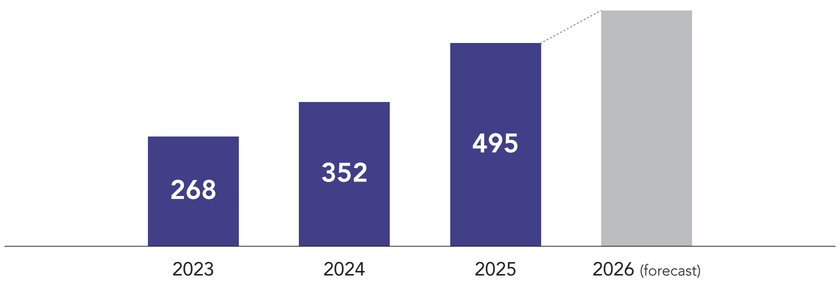
Our long-term credit rating is AA (Rating and Investment Information, as of March 2026), reflecting a very high assessment of our financial stability. I believe we have currently secured the financial foundation needed to pursue both going concern and corporate value enhancement in parallel. Maintaining a fine balance between the investor perspective and the creditor perspective will remain an important consideration as we pursue the Company's future growth.

At the same time, I recognize that our stock price is still a weak point compared to our financial stability. President and CEO Takayuki Ueda has also put considerable effort into our IR activities with a keen personal interest. I believe that these efforts have been well received by investors and are gradually being reflected in our stock price. That said, looking at the recent price rise calmly, we have only just managed to push PBR above 1x, which is by no means a high level. There is still much more to do in terms of messaging, and we need to make our business leaner and more muscular to drive growth in earnings and cash flow.

Never complacent. We will strengthen our messaging and build a leaner business.

Takimoto: In 2023, the Tokyo Stock Exchange requested that listed companies take action to implement management that is conscious of cost of capital and stock price. In response, we have been conducting a multi-faceted analysis and assessment of our current returns on capital and related metrics, and we recognize that a review of the state of our balance sheet is a necessary part of that process. We have also been strengthening our engagement with investors, and the number of IR meetings with domestic and overseas investors held in 2025 reached a record high of 495. Increasing the number of meetings is not an end in itself, but we have been making a genuine effort to absorb the views and feedback we receive from investors in those meetings and reflect them in our management strategy and business plans. I feel that those efforts are to some extent showing up in the stock price. That said, when it comes to our PBR and ROE, we are an asset-heavy company that incurs enormous costs in building the physical equipment and infrastructure for development and production, and it therefore seems to me that measuring us by the same yardstick as asset-light businesses such as IT companies, where the denominators of ROE and PBR are relatively small, may not be entirely appropriate.

Number of Meetings with Institutional Investors and Analysts



Shinya: On capital efficiency, partly because controlling equity is not straightforward, a gap remains when INPEX's ROE is compared against the global majors. What do you think about improving capital efficiency through balance sheet management while still making the strategic investments necessary to realize sustained growth?

Yamada: A direct measure to raise ROE is to reduce equity while increasing returns. However, given our current situation, with major investment in the Abadi LNG Project ahead of us, I do not believe it is a high priority to adopt a capital strategy that applies leverage in a simplistic manner through aggressive share buybacks to reduce our current equity exceeding 4.7 trillion yen.

On the returns side, our profits have been recovering steadily since 2020, when they were impacted by the slump in oil prices. The contribution from the launch of the Ichthys LNG Project has been significant, and I believe that the "strength of our business" has put us on a firm footing.

Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

Beyond that, we also need to further expand what I would call our "intrinsic earning power," namely our ability to generate profits in a sustained and stable manner. To do that, in addition to the strength of our business, I believe we need to unlock the latent potential of our balance sheet that exceeds 7 trillion yen. We adopted International Financial Reporting Standards (IFRS) in 2023, and these are based on an "asset and liability approach" under which profit or loss is measured as the change in net assets, which are assets less liabilities. In other words, the approach calls for us to first produce our "ideal balance sheet," and then derive our "ideal profit and loss statement" from the gap between that ideal and our current balance sheet. Our balance sheet comprises project assets deployed across the globe, and the unrealized financial and tax gains and losses embedded in it fluctuate dramatically from day to day in response to market conditions, as measured by exchange rates, interest rates, and oil prices. I recognize that my responsibility as the head of finance and accounting is to disclose to investors and creditors our "intrinsic earning power," or in other words, our "ideal profit and loss statement," by flexibly combining these unrealized gains and losses through appropriate asset and liability management in accordance with accounting standards.

A recent example is what we call "TA recycling," the reclassification of translation adjustments (TA) on foreign operations, which had previously been recorded in equity as "other comprehensive income," into profit in the profit and loss statement. TA recycling is not a one-off item but a recurring contributor to earnings growth, and I believe it has made a meaningful contribution to enhancing our corporate value through balance sheet control.

Shinya: So balance sheet management generates "intrinsic earning power" from within the balance sheet itself, which in turn contributes to greater confidence in the quality of earnings.

Communication with investors to convey the growth strategy

Takimoto: As Mr. Yamada mentioned earlier, there is a need for well-balanced capital allocation that serves the interests of a broader range of stakeholders, including creditors, who are another important stakeholder group. Allow me to add to that. I believe we also need to appeal to four groups of stakeholders. The first is shareholders and investors. The second is the stakeholders connected with our business activities, namely customers, business partners, joint venture partners, and regulatory and licensing authorities. Creditors also fall within this group. The third is recruits and job seekers, because securing talented human resources is indispensable to the Company's continued existence. I therefore think they are crucial target to appeal to. And the fourth group is, of course, our employees. Building close relationships with all of these stakeholders and pursuing coexistence and mutual prosperity is, in my view, a prerequisite for the Company's sustained growth and development.

Coexistence and mutual prosperity with stakeholders are prerequisites for sustained growth.

Shinya: You mentioned investor meetings a little while ago. In dialogue with overseas investors in particular, I would imagine growth strategy questions figure prominently. Hearing those questions, what do you think investors feel about the feasibility of the Abadi as the next growth driver, and about the near- and medium-term growth strategy as a prelude to that?

Takimoto: With the Abadi, we are currently aiming to start production in the early 2030s. We entered the front end engineering design (FEED) phase in August 2025, and some investors have told us they can now see concrete progress with the project. As we work toward a final investment decision (FID) in 2027, we are steadily moving forward with environmental impact assessments, marketing activities, and financing discussions, and our entire organization is treating this as an opportunity for a significant step-up in corporate value, succeeding the momentum of the Ichthys.

We are also increasingly being asked by stakeholders about our near- and medium-term growth strategy for the period leading up to the start of Abadi. There is still much we are not in a position to disclose on this front, but we believe it is necessary to pursue our growth strategy for the period leading up to production, in parallel with ensuring stable funding for Abadi's development. For example, we think it's important for enhancing corporate value to continue making growth investments by acquiring new assets and pursuing M&A in the natural gas/LNG business and in power-related fields, where demand growth continues to be expected, while maintaining a balance

Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

The equity market is focused on the Company's balance sheet management and how it navigates major investments.

between investment discipline and investment efficiency. Once these initiatives take concrete shape, we intend to communicate their strategic rationale and future outlook to investors both at home and abroad.

We also believe that it is important to pursue realistic approaches to fulfilling our social responsibility to provide a stable supply of energy while contributing to a sustainable society, including through energy decarbonization. Given the business environment over the next 10 to 15 years, namely expanding demand for natural gas, LNG, electricity, and overall energy, we see importance in pursuing business strategies that simultaneously deliver stable supply and decarbonization, such as converting coal-fired power plants to natural gas, and over the medium to long term, introducing CCS and transitioning to hydrogen and ammonia as fuels. By communicating such initiatives carefully and clearly, we also feel that it is important for our business activities and growth strategy to be firmly understood by all of our stakeholders.

Shinya: INPEX is now approaching a transitional phase in which it will be executing large-scale investments. How do you intend to engage with investors and the stock market through that process? And in particular, with regard to the balance sheet management you described, Mr. Yamada, how do you plan to steer the Company while carrying out major investments?

Yamada: I believe it's possible to both execute large-scale investments and maintain control of the balance sheet. The foundation that allows us to do both is, in my view, a robust cash flow generation base and our maintenance and strengthening of the confidence financial institutions have in us.

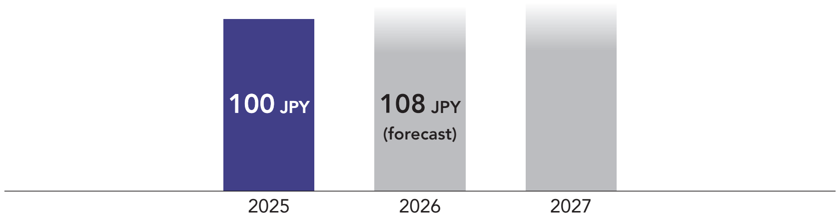
Fortunately, we have plenty of cash flow and few concerns on the funding side, so I think we are well positioned to make massive investments for growth, including Abadi. We are also flexible in our use of leverage. Depending on project characteristics, we can select from a menu ranging from corporate finance such as bank borrowings and bonds to project finance, thereby contributing to the enhancement of our corporate value. Funding methodology, or in other words, debt strategy, is itself, in my view, a form of balance sheet control in the broad sense.

On a related note, we are sometimes compared to international oil companies (IOCs) such as ExxonMobil and Shell on growth metrics such as ROE, PBR, and PER, and told that "INPEX still has some way to go." But personally, I am not entirely comfortable with using the same yardsticks for comparing INPEX and the IOCs. The IOCs are long-established, mature companies that have possessed major oil fields around the world since the early 20th century, whereas INPEX is a growing energy development company, as it's only been eight years since production started at Ichthys. We are in the process of continuing investments and moving forward step by step as a growth company, including bringing Abadi toward full operation. I would ask investors not to compare INPEX with the IOCs, but to assess us with a view to what the Company will look like in the not-too-distant future. To meet investors' expectations, we intend to utilize our balance sheet to invest in Abadi and other high-potential projects capable of generating robust cash flow.

Takimoto: At our recent financial results briefing on February 12, 2026, we announced total growth investment of 1.9 trillion yen over the three years of the Mid-term Business Plan through 2027, and growth investment of 850 billion yen in 2026 alone. In response, some investors expressed concern about

Shareholders Returns Policy (2025-2027)

- Progressive annual dividend policy, starting with 90 JPY per share.
- We aim to achieve a total payout ratio of 50% or more by implementing flexible share buybacks and progressive dividend payout.



Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

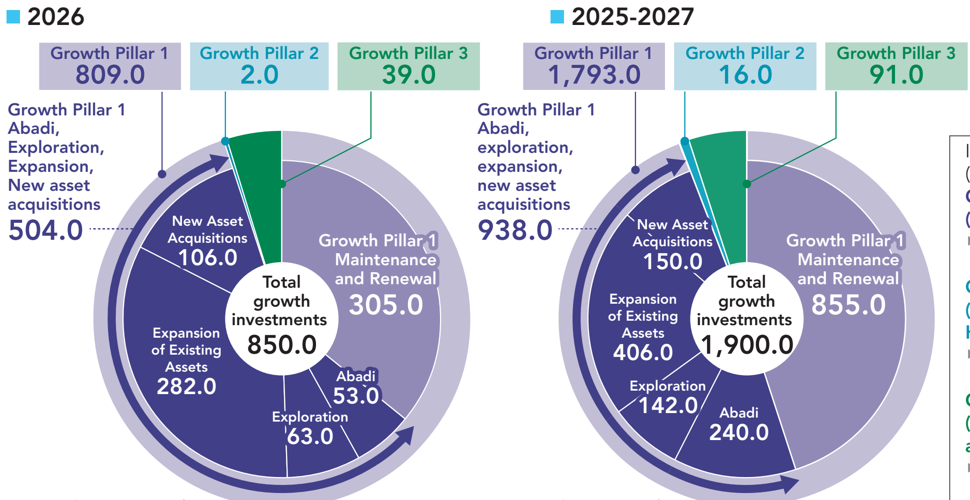
whether shareholder returns could be maintained. We have stated, as a commitment to our shareholders and investors, that at least for the period of the current Mid-term Business Plan, we will continue to pay progressive dividends and maintain a total return ratio of 50% or more, even alongside large-scale investments.

Growth investment of this scale is necessary to make us a company capable of delivering both sustained growth and shareholder returns. We believe that it's important to provide a clear breakdown of how much of that investment is expected to bear fruit in the near term and how much is medium- to long-term, so that the previously mentioned stakeholders can be satisfied with our well-founded approach.

Investment and divestment decision-making

Shinya: What kind of discussions take place among the management team, and how are decisions reached, when it comes to investing in major projects or block acquisitions?
Yamada: The management team makes investment decisions based on various considerations, including (1) the significance of the investment, specifically, whether it can contribute to Japan's stable energy supply, (2) investment returns, such as whether it can generate cash flow that contributes to enhancing corporate value, (3) the appropriateness of the investment scale, namely whether it can be absorbed by our balance sheet, or conversely, whether the returns would be too small relative to the effort involved, and (4) whether it can contribute to innovation in our future business foundation, or in other words, whether it has value as a seed for the future. We do not make mechanical judgments, as the weighting of each factor naturally varies depending on market conditions, our financial position, and our long-term strategy.
Takimoto: Our industry requires a degree of risk-taking, and in projects that begin with exploration, we are, by definition, taking on the risk of whether oil or natural gas can even be found. And the probability of success is by no means high. Raising that probability of success, efficiently developing oil and gas fields that have been discovered, and figuring out how to build the Company's business portfolio—that, one might say, is the real essence of our business. Looking back at our history, it's clear that our current profitable business portfolio was built through the development of oil and gas fields discovered via exploration, as well as the acquisition of production assets. In that sense, the risk-reward relationship is the primary consideration in the deliberations leading up to investment decisions. One further point on risk is that our business must consider country risk, which by its nature is beyond our control.

Growth Investments Outlook



(Billions of yen, ¥151.0/US$) (Billions of yen, ¥151/US$)

Investment Criteria (Reference)
Growth Pillar 1 (Oil & Natural Gas)
► EIRR in the mid-teens at FID
Growth Pillar 2 (CCS and Hydrogen)
► EIRR of around 10%
Growth Pillar 3 (Renewable Energy and Power)
► EIRR of around 10%

Since the core of our current business is upstream resource development, a certain level of risk-taking is unavoidable. That makes it all the more important to ensure that when things go well, we capture the returns properly.
Shinya: Turning the question around from investment decisions, how does the management team approach decisions about withdrawing from projects, halting them, or divesting assets?
Takimoto: New projects can be pursued with very high motivation, but withdrawal, termination, and divestment are by nature defensive decisions, so efficiency is the paramount consideration. In our Mid-term Business Plan announced in 2022, we set the aim of achieving "selection and concentration" in our business, articulating a strategy to focus our investment, development, and production activities on five core business regions, thereby consolidating previously dispersed management resources. This portfolio management approach has generated synergies and economic benefits within each region and enabled us to deploy our knowledge more effectively. In anticipation of such improvement effects and the emergence of knowledge-based strengths, we have carried out divestments of lower-efficiency projects, and as a result, our current portfolio is considerably lean. Going forward, as I have described, we see a need to expand the portfolio in line with our growth strategy.

Evaluating risk and reward in investment decisions is paramount

Dialogue: Senior Executive Vice President, Corporate Strategy & Planning and Executive Vice President, Finance & Accounting

Yamada: As Mr. Takimoto said, the quality of our investment and divestment decisions is critical. Speaking generally, in the energy development industry, the size of the balance sheet, namely the scale of capital capacity, tends to correlate with earning power and corporate value. It is therefore important not to allow divestment to lead to a shrinking equilibrium, but rather to redeploy the cash generated through divestment into new investments. Precisely as Mr. Takimoto noted, skill in portfolio management is indispensable from the perspective of enhancing corporate value.

Building strength through the optimal combination and placement of talented employees

Shinya: Finally, I would like to ask about human resources. What are the key management challenges INPEX faces in this area as a company that operates globally, and how are you approaching human resource development from the perspective of strengthening your management foundation?

We will create a virtuous cycle that attracts outstanding talent and enhances corporate value

Takimoto: As I mentioned earlier, our employees are an important group of stakeholders, and we view securing and developing talented people, and ensuring that those people carry out their work with high levels of engagement, as vital for realizing our growth strategy. We need people who are motivated by the belief that energy resource development is a large-scale and genuinely exciting field, and who can share in our most important mission of securing stable sources of energy. While some assignments will be in regions with challenging business environments or high-hardship countries, we are convinced that personnel who can persevere amid such conditions and patiently negotiate with joint venture partners, regulatory authorities, and others to deliver project success are precisely those who will underpin the Company's sustained growth.

The recruitment environment in recent years has remained a seller's market against the backdrop of labor shortages driven by a declining and aging population, making it increasingly difficult to secure talented human resources year after year. In light of this situation, in 2025 we introduced a corporate branding initiative, launching an advertising campaign built around the brand message "Energy for a brighter future," so we are working to actively attract individuals interested in joining us. Another aim is to broaden awareness, not just among job seekers but also among the rest of the general public, of what INPEX does and how we contribute to Japan. With this as a starting point, we hope to spark interest in the appeal and excitement of energy development, and ultimately build a company that draws in a wide range of people.

On the talent development side, we place a strong emphasis on learning through hands-on field experience. Exposure to development work both in Japan and overseas from an early stage, as part of training, is indispensable for gaining an overall and deep understanding of our business. As a company still on a growth trajectory, we are in a position to give people the opportunity to gain experience across a variety of departments.

Yamada: It goes without saying, and this applies not only to INPEX but to every company, that growth ultimately depends on how well a company can attract outstanding talent. I think we have been able to build a workforce of talented individuals. The next challenge is how to combine our finite human resources and place the right people in the right roles. In other words, it is vital that we further maximize our latent human capital by advancing human resource management.

Shinya: Leveraging the success experience from the Ichthys in Australia by sending employees who worked on it to the Abadi in Indonesia (P.29) is itself a distinctive form of human resource utilization unique to INPEX, and a concrete expression of the importance you place on the combination and placement of talent.

Yamada: Today, we have talked about our efforts to enhance corporate value and improve PBR and ROE, but isn't the ideal outcome a virtuous cycle in which striving to be a sound and admirable company naturally attracts more talented individuals, thereby steadily driving up ROE and, as a result, corporate value? That is the kind of company I would like us to be, one that earns the support of all our stakeholders and continues to contribute to society.

Roundtable with Outside Directors

Supporting INPEX's future challenges toward a stable supply of energy—10, 20, and 100 years from now

Note: This roundtable was held in April 2026.

Memorable discussions at Board meetings in 2025

Takimoto: To start, I would like you all to look back on the agenda items from Board of Directors meetings in 2025 that left a particular impression, especially on the business side. Mr. Iio, could we begin with you?

Iio: One discussion that left a strong impression was the debate around investment in the renewable energy business. When evaluating new projects, I always place great importance on the question of whether a given business is truly suited to INPEX. From that perspective, while I fully understand the significance of taking on the challenge of renewables itself, I believe that the form that challenge takes is critically important. For example, initiatives that involve taking on from scratch fields the Company has not previously ventured into, such as hydrogen and ammonia production, strike me as embodying the spirit of challenge that is characteristic of INPEX, as well as laying the groundwork for the future. On the other hand, I feel the Company should be cautious about making large investments in what might be called "ready-made" businesses that already have many players. I believe that continuing to raise such questions is one of the most important roles of an Outside Director.

Takimoto: Indeed. On renewables, discussions on the business execution side covered how to approach wind and solar power generation, areas where many players already exist, and how to reduce development costs and timelines for geothermal power generation, which can be considered a business perfectly suited to the Company. That said, there is a shared understanding that engagement in renewables is indispensable for us as an energy development company, and our policy is to move forward while taking a comprehensive approach that considers profitability alongside the question of whether the initiatives can leverage INPEX's strengths.


Norinao Iio
Director (Outside)


Hideka Morimoto
Director (Outside)


Facilitator:
Toshiaki Takimoto
Director, Senior Executive Vice President, Corporate Strategy & Planning


Bruce Miller
Director (Outside)

Roundtable with Outside Directors

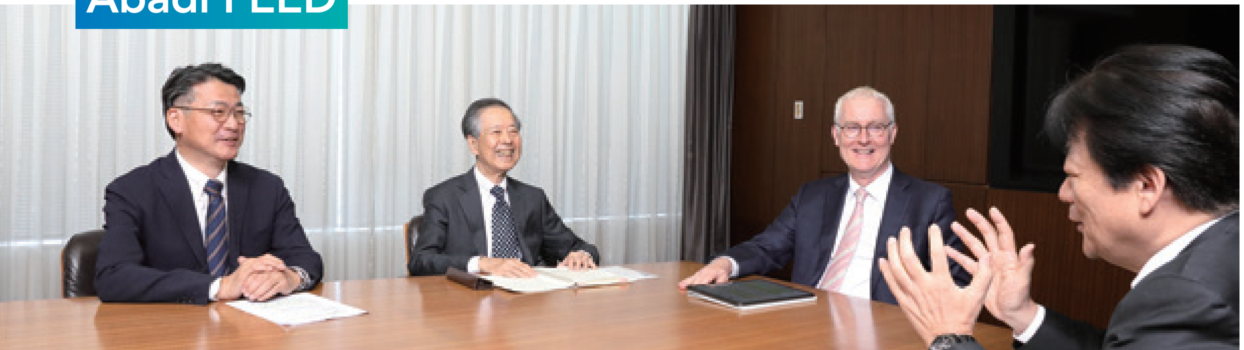
Morimoto: For me, the two agenda items that stood out were the "Abadi LNG Project" and the "establishment of INPEX JAPAN and the positioning of domestic business."

On Abadi, the Company moved into the FEED stage in August 2025. Although there have been Lessons Learnt from Ichthys LNG project, this is ultimately a project being developed in a different country, and I believe we spent considerable time engaging in thorough debate before reaching a resolution, carefully considering how to take into account global conditions as well as geopolitical and country risks. In the sense that the Board eventually steeled itself and committed to moving forward, it was an extremely engaging discussion for me personally.

On the domestic business side, and this also relates to what Mr. Iio mentioned earlier, against the backdrop of ongoing difficulties in the low-carbon solutions field, President Ueda made a remark to the effect that "Japan is our home turf, and we will hone our technology, knowledge, and experience here to prepare for the future." This helped me appreciate that with an eye toward the future, the hydrogen and ammonia production operation in Niigata is a truly valuable business. I also feel that with INPEX JAPAN taking over the domestic business, new growth potential is coming into view. As I also mentioned at the Board meeting, by leveraging the high-quality domestic assets the Company possesses, including pipelines spanning Tokyo and eight other prefectures, with a total length of 1,500 kilometers, and a customer base extending to dozens of companies, there may also be expanding possibilities for business development that go beyond the conventional oil and gas business.

Takimoto: Domestically, while natural gas production has been on a declining trend in recent years, it remains a high-quality market with strong profitability and low country risk, and we intend to pursue the launch of lower-carbon solutions businesses alongside future business expansion. And as you say, we are also considering taking on new areas such as the power business by leveraging our distinctive strengths.

We thoroughly discussed business risks related to major projects including the Abadi FEED



Next, Mr. Miller, as a newly appointed Director, please share with us the discussions from this past year that left a strong impression on you.

Miller: Like Mr. Morimoto, the discussions around the Abadi have stayed with me. Throughout this past year, as an Outside Director, and indeed as the Company's first non-Japanese Director, I have seen one of my roles as questioning assumptions that have until now been taken for granted. As an Australian, I have also been mindful of speaking up actively from the perspective of Social License to Operate (SLO), namely how INPEX is perceived within Australia. In the context of the Abadi, we discussed matters such as the need for risk management premised on the materialization of political and geopolitical risks. As for me, from the perspective of government relations, I emphasized the importance of carefully maintaining a relationship of trust with the Indonesian government, while also considering the economic rationale of the project.

Takimoto: So Abadi was the most memorable topic in terms of discussions, and the decision was made as a company after thorough deliberation at the Board level.

Analysis and recommendations on effectiveness—how to balance short-term response with medium- to long-term strategy

Takimoto: Including the themes we have just discussed, are there any points that concerned you as Outside Directors in the course of business-related discussions?

Miller: Rather than a point of concern, I would frame this as a suggestion for future improvement: while short-term responses are of course critically important, I believe we should also be conducting deeper analysis and discussion on how to address medium- to long-term challenges at the same time. Right now, I understand there is a great deal of short-term pressure from responding to the developments in the Middle East. However, as an Outside Director, I intend to consciously raise awareness so that we do not allow months, a year, or two years to pass by focused solely on short-term responses.

Takimoto: You are absolutely right. The points you have raised have been discussed at Board meetings on multiple occasions from a medium- to long-term perspective, including at the time of formulating INPEX Vision 2035. However, with the business environment changing as rapidly as it has been, particularly since late February this year with the events in the Middle East, I feel the importance of keeping pace with those changes while simultaneously, as Mr. Miller says, continually checking from a medium- to long-term

Roundtable with Outside Directors

perspective that the core of management remains steady, without getting caught up in short-term events.

Miller: It's extremely difficult, but with uncertainty increasing to this extent, the excuse of "unforeseen circumstances" is no longer acceptable. Rather than being at the mercy of short-term developments, the Company needs to constantly question whether the core of management remains steady, and be prepared to respond to any situation that arises.

Iio: With unimaginable things already happening, and the possibility that they will continue to happen, the Company is being tested on its ability to navigate these challenges and channel them into sustained growth, both in the short and long term. Although we are already in the midst of such circumstances, it is essential that we continuously sharpen our capacity for thinking and judgment on an ongoing basis, for the sake of the future as well.

Takimoto: For instance, in responding to the current situation, we identified as our highest priority the safety of all employees, including expatriates and local staff, and as our second priority the stable supply of energy, which is our most important mission, and we took measures to supply energy to our core areas including Japan, Australia, and Southeast Asia. As things stand now, we do not believe this was a mistaken course of action as a short-term response. On the medium- to long-term side, we are considering measures for the coming year while monitoring oil price movements, and next year the Board will begin discussions on a new Mid-term Business Plan and Vision. At that time, I would like us to revisit and discuss afresh the 10-year pillars for growth set out in INPEX Vision 2035.

Morimoto: I would also like to offer a suggestion. Currently, investment projects above a certain scale require Board approval, but regardless of the monetary amount involved, I would like projects that relate to the Company's broader medium- to long-term strategy and corporate direction to be explained in terms of their positioning within overall strategy at Board meetings. I believe it would be beneficial for the Board of Directors to discuss the significance of such projects from a medium- to long-term perspective.

Takimoto: You are right, and I also believe that rather than discussing individual project approvals in isolation, having the Board focus its discussions on corporate policy and strategy, and clarifying the positioning of individual projects within that context, will also contribute to improving the Board's effectiveness.

This year we have planned growth investment of 850 billion yen (up from 800 billion yen when we announced our financial results on May 13, 2026), but we need to ensure a certain level of growth even during the period before Abadi reaches production. We are also hearing requests from investors for more concrete disclosure on the breakdown of investments as well as the timeline for and likely scale of their contribution to earnings. We recognize that to respond to these requests, we need to present a growth strategy broken down into short-term and medium- to long-term time horizons. With that in mind, at Board meetings, rather than discussing investment projects in isolation, we would like them to be discussed within the context of overall strategy, organized by area and theme.

Iio: In that case, having materials that convey the overall strategic picture, featuring timelines, maps, and the like, would deepen understanding and enrich the discussion.

Also, not just in this context, but in the process of formulating the Mid-term Business Plan and Vision, although the Board discusses the Company's direction and the overall strategic picture, once implementation of the Mid-term Business Plan is underway, opportunities for medium- to long-term strategy to feature on the agenda tend to be limited until the next formulation cycle. But since the business environment is constantly changing, and business operations will change along with that, when new developments arise it will be necessary to provide explanations, along the lines of, "We are now in the second year of the Mid-term Business Plan, and this is the strategy we are currently considering."

Takimoto: That's right. Next year will be the final fiscal year of the current Mid-term Business Plan, so discussions on the next Mid-term Business Plan and Vision are likely to become quite active, but rather than having discussions only when the plan is being formulated, we should, as you point out, be engaging in substantive strategic discussions on an ongoing basis. Taking your views into account, we, as the department in charge and the secretariat, will address this issue accordingly.

We will not use unforeseen circumstances as an excuse, and will continue to question the core of management

Diversity underpinning Board effectiveness

Takimoto: Mr. Miller, when you first joined the Board, what was your impression of the atmosphere?

Miller: Before taking on the role of Outside Director, I had some concerns, wondering whether INPEX might have a bureaucratic atmosphere, and whether the Board was functioning properly. But when I actually attended a

Roundtable with Outside Directors

Mr. Miller's Australia-rooted perspectives deepened our discussions further

meeting, I found a very open atmosphere with high-quality discussions taking place. The Outside Directors actively contribute based on their respective areas of expertise, and I think this is what drives such lively debate.

Morimoto: Since Mr. Miller joined us, I feel that the Board's discussions have deepened further. Until then, all the members had been Japanese, so there was an inevitable tendency to view things through a Japanese lens. Having Mr. Miller tell us "how things look from Australia" has led us to think more about "what we should be doing for Australia."

Iio: When I joined the Board in 2017, many of the Outside Directors, myself included, came from exploration and production (E&P) backgrounds. Since then, there has been a gradual increase in members with different attributes and backgrounds, and with Mr. Miller joining last year, diversity has advanced even further. When everyone shares the same background, there is a natural tendency to simply agree with one another, but as diversity increases, we can prevent such groupthink and avoid blind spots, and it clearly leads to an improvement in the quality of discussion.

Takimoto: Speaking from the business execution side, having Mr. Miller join the Board as our first non-Japanese Outside Director has brought new insights, introducing different perspectives on decisions around entry and exit from businesses and on how to view risks and opportunities, while also deepening discussions and contributing to the enhancement of corporate value. And from this year, Ms. Saiki, who had a distinguished career at the Ministry of Foreign Affairs, has also joined as an Outside Director, and we look forward to receiving valuable input from her on risk management in our overseas business and on our efforts in resource diplomacy and international relationship-building. Similarly, Mr. Takaoka, who has also newly joined as an Outside Director, is expected to offer insights for our medium- to long-term growth strategy, investment decisions, and governance from a perspective informed by his experience in the energy business and global management at a general trading company.

Iio: I would also like to add one point, and it is something I am mindful of myself. Outside Directors must never lose sight of the big picture, and when offering advice, must remain conscious of their role and strictly refrain from intruding into the work of the execution side. I believe that a proper awareness of role delineation at the Board level leads to more vigorous discussion and improved effectiveness.

Miller: It's true that there is a line between the roles of Outside Directors and Executive Officers, but for my own part, I make a point of asking questions without hesitation whenever I sense something is off or have a doubt. I don't think it's right for Outside Directors to hold back from asking questions simply because responsibility for the matter is on the execution side.

Morimoto: In view of the direction of governance reform, independent Outside Directors, from their objective standpoint independent of the execution side, are expected to delegate specific business decisions to the execution side in normal times, while themselves engaging in broad strategic discussion and decision-making by providing oversight and advice. I believe we are already doing this, but it's something we must remain conscious of going forward.

Takimoto: We very much welcome having views shared from a wide range of perspectives, as it contributes to improving the quality of our business itself. We hope you will continue to speak freely.

People and organizations as the foundation supporting corporate value

Takimoto: As Outside Directors, how do you view the challenges the Company must overcome to enhance corporate value? Please share your thoughts.

Iio: I believe INPEX's greatest value lies in possession of high-quality assets such as Ichthys, and that developing the people who drive the business development behind this is the most important challenge. For sustained growth, what is indispensable is not only individuals with deep specialist expertise, but also people capable of making comprehensive judgments that transcend the boundaries between technical and administrative functions. I would like the Company to reconsider its approach to human resource development, broadening employees' perspectives by giving them experience across different departments and organizations, but also balancing this with talent development that deepens specialization.

Takimoto: I agree. You are absolutely right on human resource development. In particular, succession planning is critical not only for senior executive roles, but also for specialist functions, such as general managers for the Finance & Accounting Division, Corporate Strategy & Planning Division, Technical Headquarters, and each regional project division.

On the development of specialists, it cannot be denied that spending a long time in the same department doing the same work can lead to a lack of

Roundtable with Outside Directors

knowledge in other areas and an inability to see the organization as a whole, which poses the risk of inability to make decisions that are optimal for the organization overall. There's no single right answer here, but based on the views you have shared, we'd like to revisit this internally and work toward identifying better approaches.

Miller: As for challenges for enhancing INPEX's corporate value, I would highlight three: talent, diversity, and Social License to Operate (SLO).

On talent first, as INPEX's global presence continues to grow, securing excellent people will become even more critical if the Company is to reach the next level. I believe there are clear compensation and evaluation frameworks in place, but it may be time to reconsider them with an eye toward what global best practices look like. On diversity, as I mentioned earlier, in an environment of heightened uncertainty, diverse perspectives improve the quality of decision-making, so I believe diversity that encompasses not just gender but also differences in perspective, experience, and specialization will become increasingly important. Finally, on SLO, across all the regions in which the Company operates, including Australia, Indonesia, the Middle East, and Japan, relationships of trust with society are a prerequisite for continuing operations, so maintaining them contributes directly to enhancing corporate value.

Contributing as Outside Directors

Takimoto: Finally, could you each share how you hope to leverage your experience and knowledge to contribute to management and the Board going forward?

Iio: I worked for a general trading company and have gained extensive experience on the front lines of the resources and energy sector, while also being involved in management for many years. In that sense, I believe I have a deep understanding of and affinity with the Company's business and projects. At the same time, over my long career there have been successes, but also many failures. Drawing on the Lessons Learnt from those experiences, I strive to support the Company's growth by speaking frankly at Board meetings rather than simply going along with the majority when something does not sit right with me. INPEX is a company with a fine tradition and culture. I am sure there will be lots of new initiatives and projects ahead, and I hope the Company will chart a path of growth that is truly its own: distinctively INPEX.

Morimoto: I joined the then-Environment Agency (now the Ministry of the Environment) in 1981 and worked in environmental administration, and particularly after Japan's carbon neutrality declaration in 2020, I was also engaged in energy administration in coordination with the Agency for Natural Resources and Energy under the Ministry of Economy, Trade and Industry. The current environment for the lower-carbon solutions business is extremely challenging. Over the long term, however, I believe the global trend toward low carbon and decarbonization will remain unchanged. For INPEX, whose mission is to provide a stable supply of energy --particularly to Japan --initiatives that anticipate this trend are essential. Where I believe I can contribute by drawing on my own experience and know-how is in supporting the pursuit of the lower-carbon solutions that are essential to fulfilling that mission.

Miller: I have spent many years working on geopolitical risk management at the national level, not only in Australia, but in other countries too, and I hope to tap into that experience in my contributions here. I also serve as an Outside Director at another company. Although I cannot say whether this is truly accurate, people in Australia often say, "Bruce Miller is the conscience of the board, so if you want to know what's right, ask Bruce." I hope to contribute in a similar way at INPEX in the areas of governance and compliance. On compliance in particular, I believe it's important to instill a culture of asking "what is right" rather than being satisfied with simply having rules in place, and I view offering candid opinions in service of that goal is one of the key roles of an Outside Director.

Takimoto: From our side, we of course hope to hear your perspectives from abroad as a non-Japanese Director, but also, given your deep familiarity with both Japan and Australia, we would very much welcome your views on matters such as the Japan-Australia relationship, how we should approach Japan-Australia investment, and what measures we should take to stabilize the investment environment.

Miller: In fact, in Australia, I am known as someone who has said "no" to several ministers, including prime ministers. That means I tend to blurt out whatever is on my mind.

Takimoto: We look forward to hearing your frank and unvarnished opinions at our Board meetings as well. And it would be wonderful if your candor inspires other Board members to speak up freely too, leading to lively and open exchanges of views.

Everyone, thank you very much.

I strive to speak frankly at Board meetings rather than simply going along with the majority when something does not sit right with me

Message from Newly Appointed Outside Directors

Drawing on expertise and insights cultivated at the forefront of diplomacy, I am committed to contributing to sustainable growth and corporate value enhancement even in this era of heightened uncertainty

Naoko Saiki
Outside Director

My name is Naoko Saiki, and I was appointed as an Outside Director of the Company this March. I feel a deep sense of responsibility in taking on this significant role.

During my long career at the Ministry of Foreign Affairs, I was engaged in negotiations at the diplomatic forefront, while also planning, formulating, and implementing foreign policy across various areas, including international law and treaties, economics, culture, and security. Needless to say, the purpose of diplomacy is securing the national interest. That is, to protect Japan's sovereignty and independence, maintain its peace and stability, and promote the prosperity of its people. What is important, however, is that Japan's peace and prosperity cannot be sustained without peace and prosperity in the international community at large. I have always maintained the awareness that what is required is the pursuit of what might be described as "national interest with openness." I intend to fulfill my role as an Outside Director by actively drawing on the expertise, insights, and networks accumulated through these experiences to offer recommendations and provide objective, independent oversight of management, with a view to contributing to the Company's sustained growth and the further enhancement of its corporate value.

I believe we are standing at a turning point in history. One of the pillars of Japanese diplomacy is the strengthening of the rule of law. Yet, as I observe the current international situation, I am increasingly of the belief that the traditional rules-based international order is being supplanted by the "law of the jungle." Against the backdrop of this arrival of an opaque and uncertain era, the importance of energy security, both for Japan and for nations around the world, is becoming ever more pronounced. In line with its Mission of "contributing to the creation of a brighter future for society through its efforts to develop, produce, and deliver energy in a sustainable way," INPEX recently unveiled "Energy for a brighter future" as a corporate brand message. I am firmly convinced that the contribution the Company can make toward a better Japan and a better world is immense. As a member of the Board, I will do my utmost to live up to the trust placed in me by our shareholders.

At this historic turning point, I am determined to support energy transition through independence and dialogue

Hidenori Takaoka
Outside Director

My name is Hidenori Takaoka, and I have been newly appointed as an Outside Director of INPEX CORPORATION. Over a long career, I was engaged in the oil and gas business at Mitsubishi Corporation, a general trading company, and after serving as Group CEO of the Energy Business Group, I went on to oversee company-wide business investments and digital strategy. Subsequently, I managed a broad range of business operations across the Americas as CEO of Mitsubishi Corporation (Americas). My current role is Secretary-General of the Mitsubishi Kinyokai, where I am engaged in maintaining and enhancing the Mitsubishi Group brand and pursuing activities to contribute to society. I intend to make full use of the breadth of the diverse experience I have acquired and the networks I have built over the course of my career to support INPEX's continued development.

Energy is an issue that connects directly with the national interest and the public good, and amid an unstable global environment fraught with geopolitical risks and other uncertainties, the social mission of INPEX, which bears the weighty responsibility of ensuring a stable energy supply, has never been more important. To fulfill this immense responsibility, the Company has set out a 60-60 Targets, which aims to both grow the scale of the business and advance decarbonization, as part of its long-term strategy, INPEX Vision 2035. The Company is thus positioning itself as a standard-bearer for energy transition.

At this historic turning point, simultaneously resolving competing challenges and translating them into sustained growth will be an extraordinarily difficult undertaking. As an Outside Director, I will work to support the steady execution of strategy through close communication with the execution side, while at all times fulfilling my role of providing independent, objective oversight of management that is grounded in common sense. Through continued and constructive dialogue that incorporates diverse perspectives from inside and outside the Company, I am committed to further raising the quality of governance.

INPEX possesses outstanding technical capabilities honed on the world stage, and an unwavering conviction to keep searching for and delivering energy, whatever the circumstances. By placing importance on dialogue with all stakeholders and ensuring market expectations are accurately reflected in management practice, I will devote myself to driving the Company's growth and maximizing its corporate value. I look forward to your continued support.