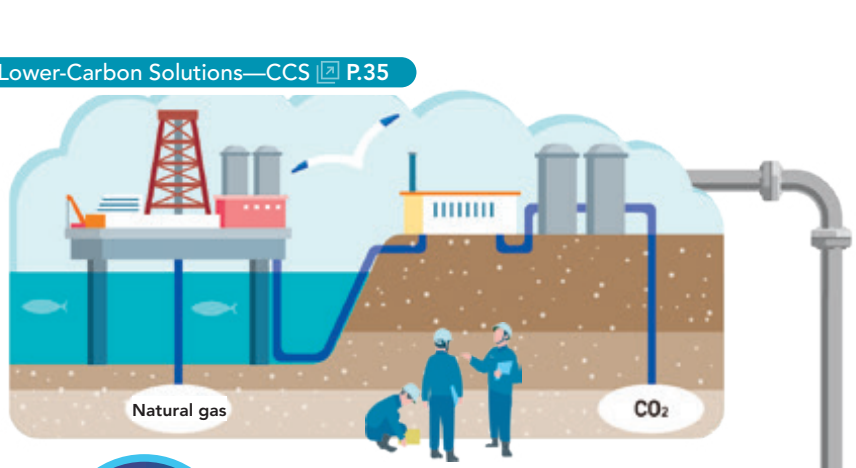
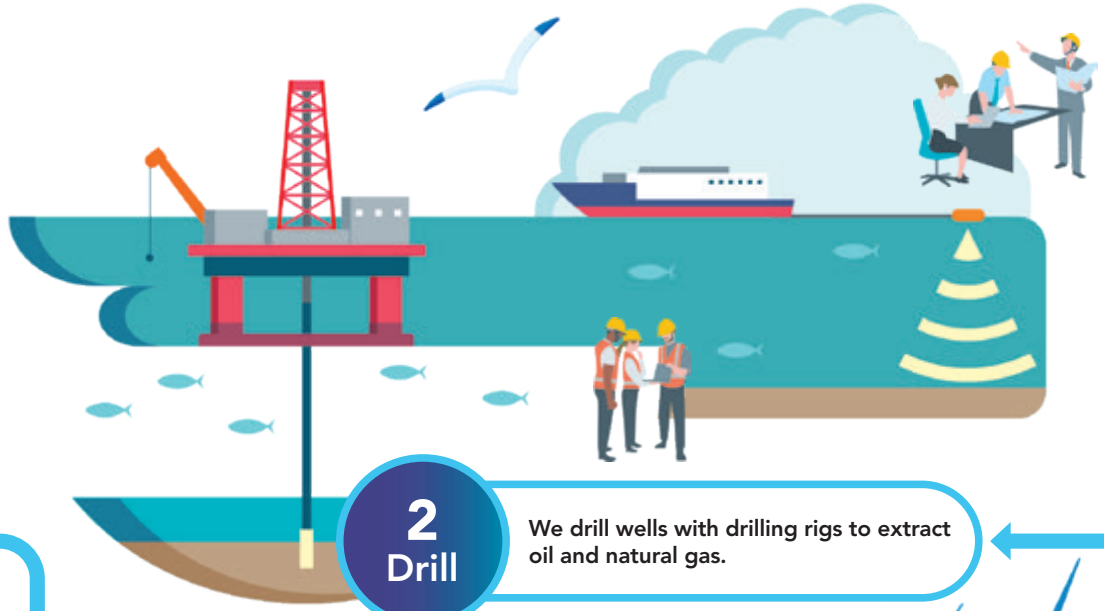
INPEX's Business

In addition to the oil and gas business, INPEX provides lower-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.35

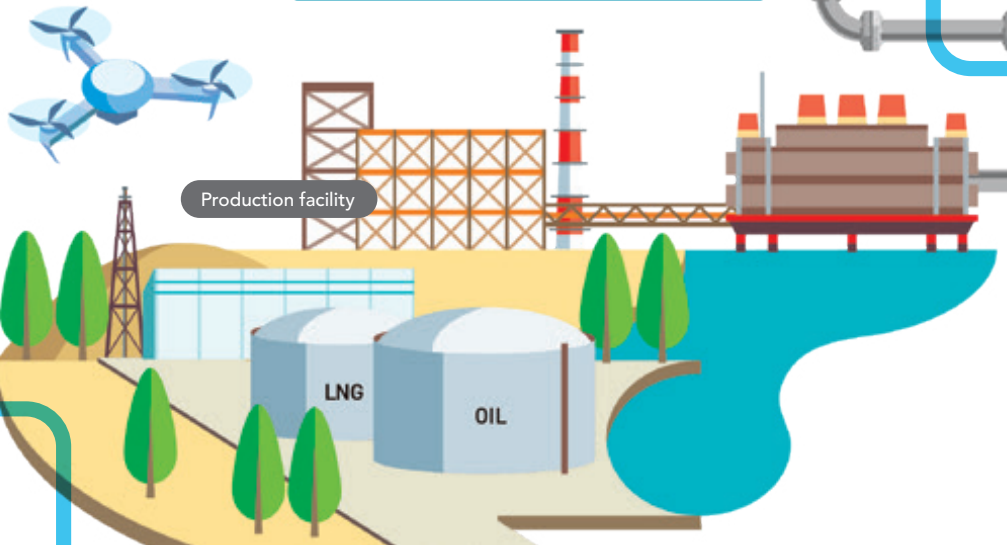




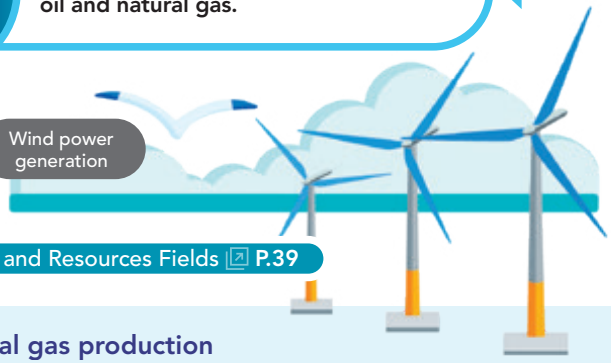
2 Drill We drill wells with drilling rigs to extract oil and natural gas.

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

Oil and Natural gas/LNG Business P.28



Wind power generation

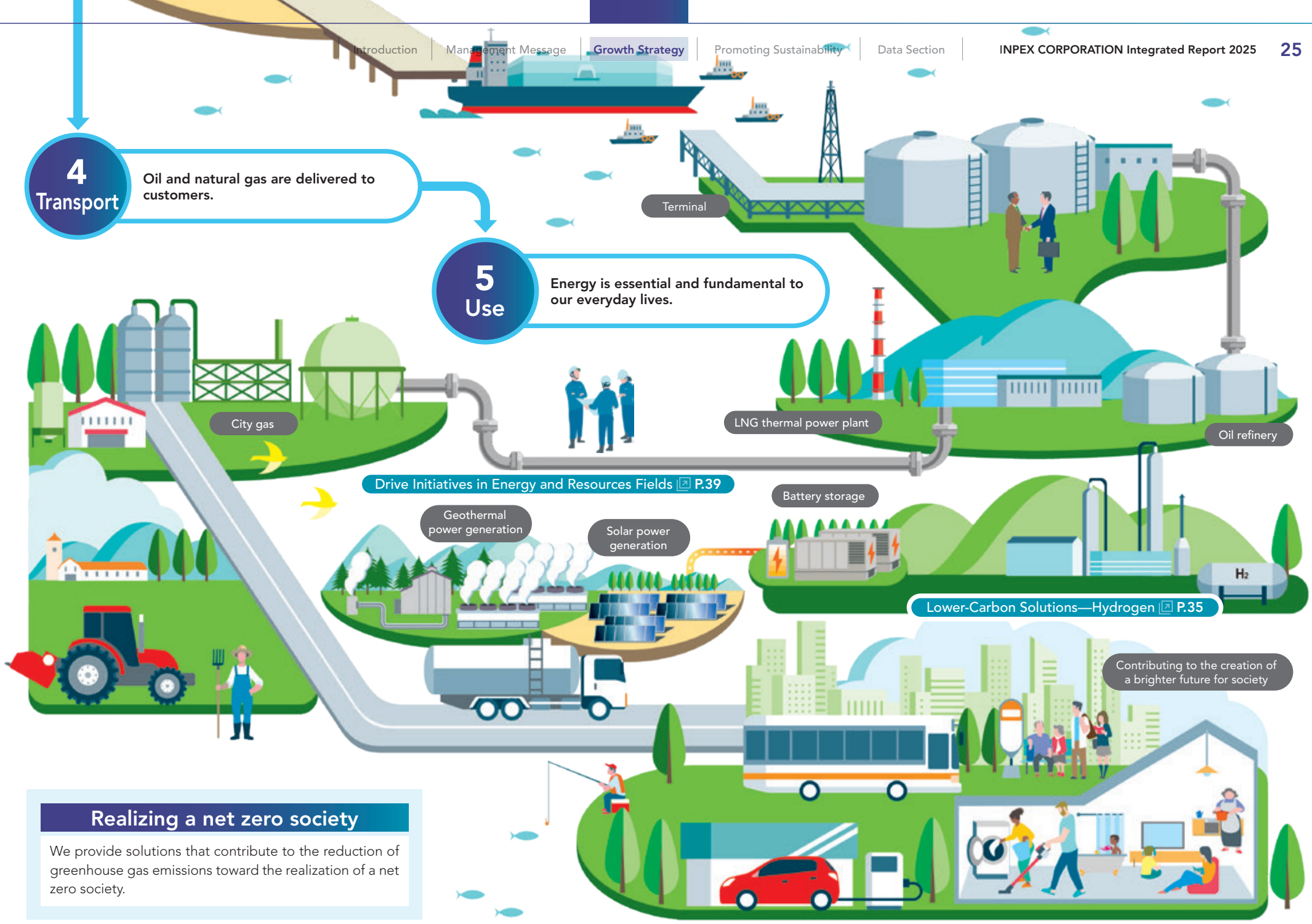


Drive Initiatives in Energy and Resources Fields P.39

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.



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.

Value Creation Process

INPEX has been committed to continuous value creation based on 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."

Management Resources

Human Capital
Global human resources with diverse backgrounds and specialized knowledge

Natural Capital
Oil and natural gas
Wind, Geothermal, solar power, and other natural energy sources

Manufactured Capital
Approximately 110 projects located in approximately 20 countries around the world

Social and Relationship Capital
Close relationship with stakeholders

Intellectual Capital
Over 80 years of subsurface development technology・operational know-how

Financial Capital
Strong financial base

Business Activities

INPEX Vision 2035
Realizing a Responsible Energy Transition

INPEX Vision 2035 P.27

Pillar for Growth 1
Expand natural gas and LNG business

Pillar for Growth 2
Provide lower-carbon solutions leveraging CCS and hydrogen

Pillar for Growth 3
Drive initiatives in the energy and resources fields by leveraging INPEX's distinctive capabilities

Through three pillars for growth, INPEX will further strengthen its existing projects as a source of future growth, while building the foundation for future breakthroughs

Materiality
Climate Change | Safety | Human Capital | Human Rights | Biodiversity | Environmental Conservation

INPEX Values
Safety | Integrity | Diversity | Ingenuity | Collaboration

Mission
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.

Value Created

FY2025

Total natural gas and oil production volume
638 thousand barrels per day

Natural gas
1,261 million cubic feet per day
(Barrels of oil equivalent: 241 thousand barrels per day)

Crude oil
398 thousand barrels per day

Renewable energy
Power generated 2,423,875 MWh

Greenhouse gas emissions
Scope1 6,385 thousand tons-CO_2e
Scope2 43 thousand tons-CO_2e
Net carbon intensity 27 kg-CO_2e/BOE

Stable energy supply
Net Production Volume vs. 2020 11 % increase

Creation of economic value
Cash flow from operations before exploration investments vs. 2020 147 % increase

Contribution to the transition to lower-carbon society
Net Carbon Intensity*1 vs. 2019 34% decrease

Contribution to oil and gas producing countries and local communities
Social contribution activities in 2025 2.96 billion yen

* Scope1+2

Grow business scale by 60%

INPEX Vision 2035
The vision for 2035
60–60

Reduce net carbon intensity by 60%

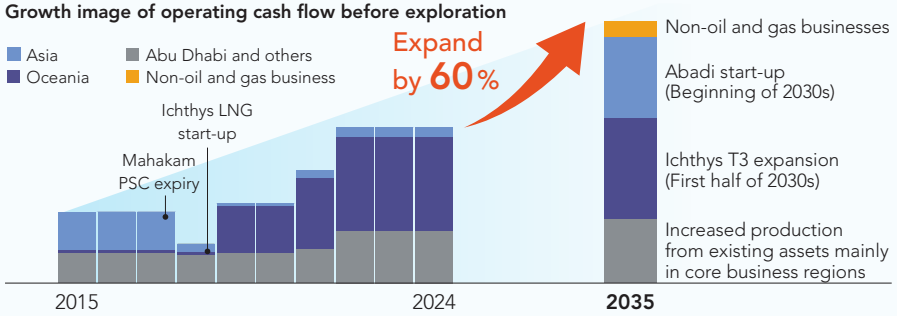
INPEX Vision 2035

The Vision for 2035: Our 60-60 Targets for Growth and Decarbonization

Grow business scale by 60%[1]

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

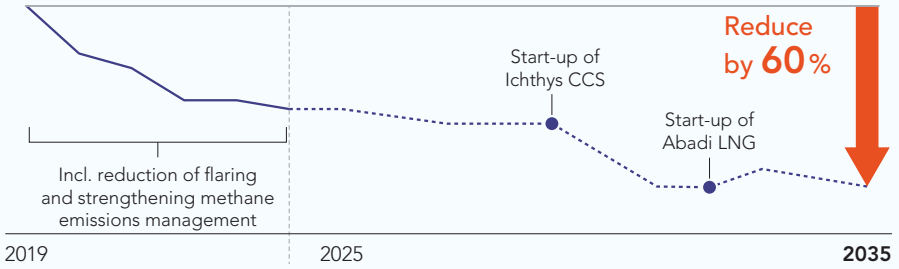
Growth image of operating cash flow before exploration



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 emissions reductions through products and services).

What INPEX aims to achieve by 2035

- INPEX will further strengthen its existing projects as a source of future growth
- Our focus remains on expanding our supply capacity of natural gas as a pragmatic transition fuel, while pursuing businesses in the lower-carbon solutions fields and the power-related fields where complementary effects and synergies can be maximized. Through these initiatives, we aim to expand our revenue base and make progress toward net zero by 2050
- 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

Although there was some delay in resuming production after shutdown maintenance at the Ichthys LNG Project, all necessary maintenance work has been completed, and stable production is now continuing. In 2026, we plan to start up the low-pressure production facilities installed at the CPF in 2025 to maintain long-term production capacity. Abadi LNG Project, next pillar for growth, entered the FEED phase in August 2025. Various activities are being carried out for FID in 2027.

Pillar for Growth 2

Provide lower-carbon solutions leveraging CCS and hydrogen

We opened the Kashiwazaki Hydrogen Park. Demonstration operations are expected to begin in mid-2026, with the aim of accumulating technology and experience across the entire hydrogen and ammonia supply chain and establishing a track record as a pioneer in hydrogen and ammonia businesses in Japan and overseas.

Pillar for Growth 3

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

The expansion of Potentia Energy's business in Australia increased our net equity power generation capacity to 838 MW*. Going forward, INPEX aims to establish new revenue streams beyond the oil and natural gas business by pursuing opportunities in the power business and related fields as a comprehensive development energy company.

* Including 55 MW of gas-fired power generation

▶ Please refer to our financial results materials for more details on progress against the Mid-term Business Plan 2025–2027.

Project Status 1

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
Mid-term Business Plan	2025 to 2027	Advance studies toward CCS implementation for further decarbonization, while preparing to expand LNG production capacity in the 2030s
INPEX Vision 2035	Early 2030s	Aiming for starting operations of the third train

Employees' Voices

In the Strategy & Business Planning Group of the Oceania Projects Division to which I belong, we drive initiatives such as strategic planning and formulation, and its implementation aimed at maximizing the value of our assets in Oceania, including Ichthys LNG Project. In doing so, we work in close collaboration not only within the division but also with various domestic and international stakeholders. Furthermore, daily engagements with Japanese and Australian government authorities and the Australian Embassy in Japan, and other agencies are key parts of our scope, which provides powerful support for realizing our strategies. Ichthys is one of our flagship projects. To ensure stable energy supply throughout its lifecycle of more than 40 years, it is essential for us to maintain production volume and train expansion, which we pursue opportunities on a daily basis. We are fully committed to our daily work, ensuring that our concrete initiatives lead to the "Expand natural gas and LNG business," the primary pillar for growth of the INPEX Vision 2035.

Koki Anzai
Strategy & Business Planning Group,
Oceania Projects Unit,
Oceania Projects Division

Current Status of Ichthys LNG Project

The project commenced production in July 2018 and later began shipping condensate, liquefied natural gas (LNG) and liquified petroleum gas (LPG). Stable production has continued since the launch of production in 2018, and we shipped a record-high 129 LNG cargoes in 2023. In 2025, we carried out a scheduled shutdown maintenance to ensure safe and stable operations. Another significant event in 2025 was the installation of the booster compressor module (BCM) to the central processing facility (CPF). The BCM is currently undergoing integration on the CPF and is expected to commence operations in 2026.

What is the booster compressor module (BCM)?

Continued natural gas production reduces underground pressure, leading to gradual decreases in production. Operating the BCM enables a reduction in the gas receiving pressure at the surface level. This makes it possible to extract more gas from the underground at lower pressures, thereby extending the production plateau (the period of stable gas production) and increasing future gas recovery. As the BCM equipment weighs as much as 4,600 tons, lifting it from the transport vessel to the CPF was an extremely challenging operation. However, thanks to meticulous preparations, we successfully completed the installation with minimal impact on production.

This project launched with the goal of 40 years of operational life, and we are pursuing initiatives to maintain and expand production capacity over the long term. Specifically, we aim to further ensure long-term production sustainability by accelerating the exploration in surrounding area and the participation and development of discovered assets. On this basis, we target greater production growth in the 2030s, mainly through the realization of a Ichthys third train.

To decarbonize the project, we are also considering the Bonaparte CCS Project, which is designed to inject CO_2 that is separated and emitted from the underground during the LNG production process. The Bonaparte CCS Project has been awarded Major Project Status by the Australian Government, making it the first offshore CCS project to receive such award. The Project is expected to become one of the world's largest CCS projects in the future.

Project Status 1 Oil and Natural gas/LNG Business

Abadi LNG Project

Feature Interview with Key Leaders

Leveraging Experience from Ichthys LNG Project to Drive INPEX's Next Phase of Growth

Jarrad Blinco
Executive Project Director
INPEX Masela, Ltd. (Jakarta)

I am Australian by background and, after completing an engineering degree, I have worked in the oil and gas industry for more than 30 years. I have been with INPEX for approximately 20 years, spending most of that time based in Perth, Australia, as a member of the project management division responsible for the delivery of the Ichthys LNG Project. Prior to joining INPEX, I also worked for another oil and gas major, where I was involved in supporting the development of a separate LNG project.

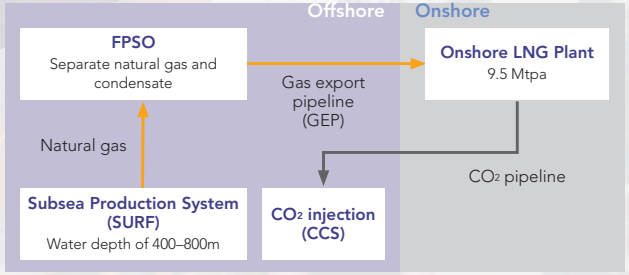
After the Ichthys LNG Project commenced production in 2018, I transitioned from the project development division to the Operations and Maintenance division, where I was responsible for all offshore, onshore, and subsea maintenance activities, as well as shutdown operations. I then transferred to the Abadi LNG Project in 2024.

Throughout my career, I have consistently been involved in the full lifecycle of large-scale LNG projects—from development through to stable operations—and I believe this experience to be a significant strength in overseeing the Abadi Project.

Lessons Learnt from Experience in Large-Scale LNG Projects

From a technical perspective, the Ichthys and Abadi projects share many similarities in their development concepts. In both cases, gas produced from multiple subsea wells is gathered at a large offshore production and processing facility, where initial treatment and condensate separation are carried out. The dehydrated gas is then transported onshore via long-distance pipelines and liquefied at large-scale LNG plants. In terms of project scale as well, Abadi is a development comparable to Ichthys.

Development Concept



One of the key Lessons Learnt from Ichthys was the importance of undertaking a thorough and mature Front-End Engineering Design (FEED) before entering the more complex EPC phase, in order to fully identify project risks and put appropriate mitigation measures in place. In large-scale and technically complex projects, reducing risks as early as possible can lead to improved outcomes across safety, cost, and schedule.

In advancing the Abadi Project, safety is positioned as our highest priority. We place strong emphasis on ensuring safety from the FEED stage, with the objective of delivering facilities that we can safely construct, commission, operate, and maintain over the long term.

In addition, to ensure the steady advancement of the project, we have carefully selected the most experienced international engineering and EPC contractors with strong technical expertise and proven project delivery capabilities. As we move toward the Final Investment Decision (FID) targeted for 2027, we are working closely with these global contractors, drawing on their deep knowledge, experience, and capabilities to further strengthen our project execution.

Project Status 1 Oil and Natural gas/LNG Business

While the execution of the Abadi Project involves a range of challenges, we are steadily establishing the foundations to unlock its full potential. Building on the knowledge and experience gained through Ichthys, together with the strong support of stakeholders—including the Government of Indonesia—we are well positioned to move the project forward.

Steady Progress Toward Project Execution and Future Development

The Abadi LNG Project is located in one of the most remote regions of the world, in the Tanimbar Islands Regency of Maluku Province in eastern Indonesia. The LNG plant is planned to be constructed on Yamdena Island, near the town of Saumlaki. Abadi is a large undeveloped gas resource in Indonesia—often described as a "sleeping gas giant." Its development is highly significant not only for Indonesia, but also from a global perspective.

In terms of technical complexity and the challenging conditions of its location, Abadi can be regarded as one of the most demanding LNG projects in the world. **However, through the dedication and teamwork of all those involved, the project has been steadily progressing and has now reached the FEED stage**.

Currently, more than 350 employees, primarily based at our Jakarta office, are engaged in the Abadi Project, bringing together a team with diverse cultural backgrounds. By embracing this diversity as a strength, we have built a highly capable team able to operate effectively even in a challenging remote environment. The passion and dedication of our team members—including many Indonesian colleagues—serve as a driving force in overcoming the various challenges we face. It is this shared commitment and unity that are essential to the successful delivery of a project as distinctive as Abadi, and I am deeply proud of the team.

In addition, the high level of expectation from local communities across the entire Maluku Province provides strong encouragement and support for driving the project forward.

One of the defining features of the Abadi Project is the plan to introduce CCS from the very first day of production. By capturing carbon dioxide generated during the production process and injecting and storing it in a saline aquifer within the Masela Block, we aim to reduce greenhouse gas emissions associated with LNG supply.

This initiative contributes to Indonesia's national net-zero target for 2060, while simultaneously supporting the creation of sustainable value for local communities and strengthening INPEX's presence in Indonesia.

Furthermore, this initiative is fully aligned with INPEX Vision 2035, which seeks to achieve a balance between expanding the natural gas and LNG business and reducing net carbon intensity. In this context, we position the Abadi Project as a key initiative toward ensuring stable energy supply while supporting the transition to a lower-carbon society.

With these objectives in mind, I am committed to drawing on the experience I have gained to contribute to the successful delivery of the Abadi LNG Project.

Kenji Hasegawa
Vice President, Asia Projects
President Director, Indonesia Director, INPEX Masela, Ltd. (Jakarta)

My first impression of Mr. Jarrad Blinco was that of a gentle, intellectual individual. He is an attentive listener who values mutual dialogue rather than self-assertion, which left a deep impression on me. Frankly, my immediate thought was that we would make a great team. When working with the Indonesian members, he focuses on the harmony of the entire team while taking the time to share his ideas. This style resonates naturally with the local culture and temperament.

He possesses foresight nurtured through his extensive project experience and always looks one step ahead. I have seen many occasions where his proactive approach has led to the smooth progress of our operations.

On the other hand, he cares about his family and maintains clear boundaries between his professional and private life. This also reflects his character well. I would like to learn from his attitude. Recently, he has been trying to learn Indonesian, but it appears that progress is not coming as smoothly as his project management. I am in the same boat, so I hope we can continue to make progress together while having fun.

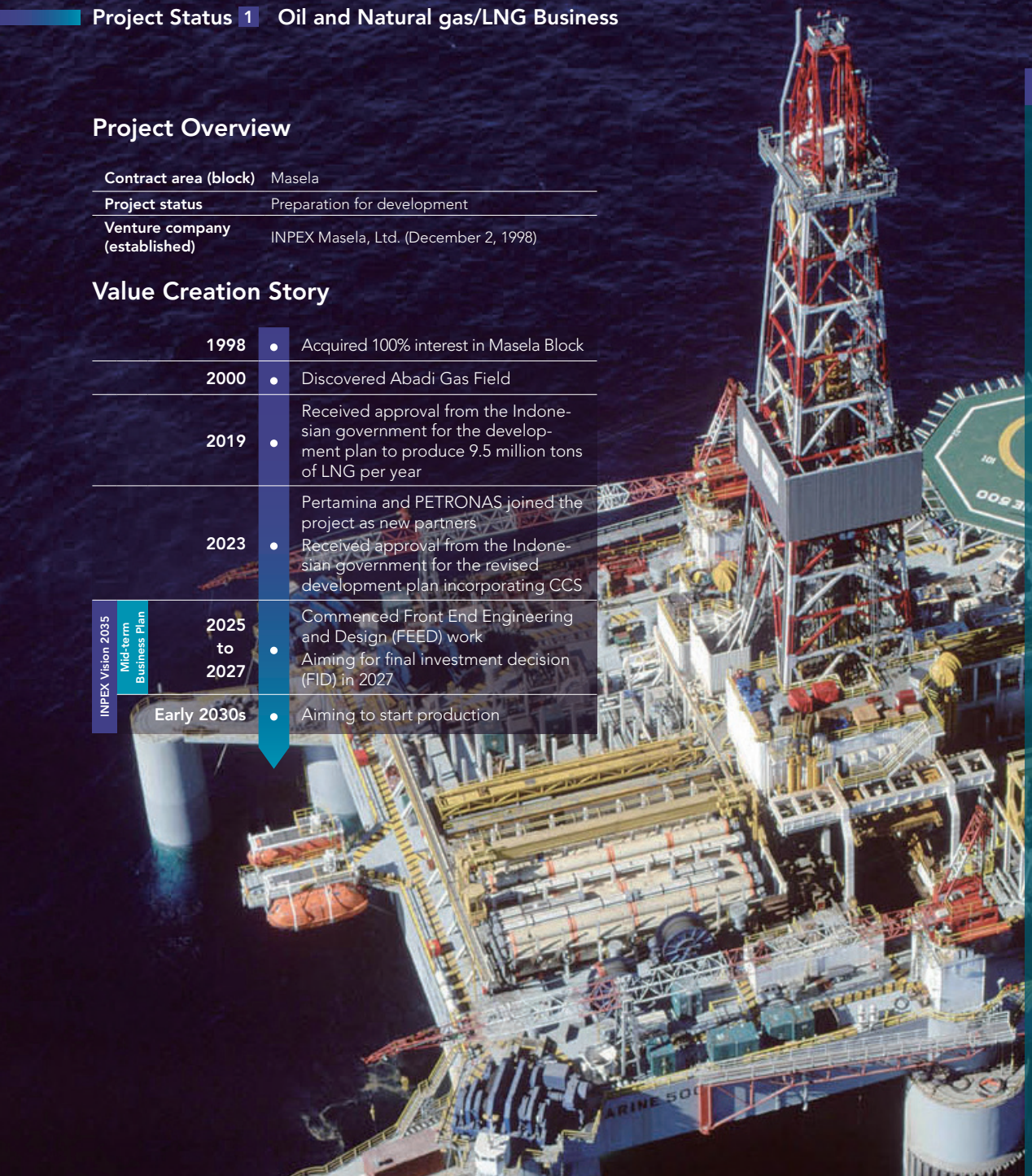
Project Status 1 Oil and Natural gas/LNG Business

Project Overview

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

Value Creation Story

	1998	• Acquired 100% interest in Masela Block
	2000	• Discovered Abadi Gas Field
	2019	• Received approval from the Indonesian government for the development plan to produce 9.5 million tons of LNG per year
	2023	• Pertamina and PETRONAS joined the project as new partners • Received approval from the Indonesian government for the revised development plan incorporating CCS
INPEX Vision 2035 / Mid-term Business Plan	**2025 to 2027**	• Commenced Front End Engineering and Design (FEED) work • Aiming for final investment decision (FID) in 2027
	Early 2030s	• Aiming to start production



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. From the perspective of securing long-term competitiveness and enhancing sustainability, we plan to introduce CCS into this project. This will allow us to reduce the full volume of CO_2 emissions associated with the natural gas produced from the Abadi Gas Field.

As one team, we will strive to ensure stable production in this project by leveraging our experience as the operator of the Ichthys.

Overview of Dialogue at the Investor Day

From Ichthys to Abadi —A New Growth Stage

The heads of the Ichthys and Abadi held a dialogue on how to carry forward and evolve the development and operation knowledge gained from the Ichthys into Abadi, our next driver for growth. They held a concrete discussion in terms of project management, stakeholder engagement, and other topics, presenting their vision for sustainable value creation through the transfer and advancement of expertise.

Hitoshi Okawa
Representative Director, Senior Executive Vice President
Oceania Projects

Akihiro Watanabe
Managing Executive Officer
Senior Vice President, Asia Projects

▶ Please click here for a overview of INPEX Investor Day 2025.

We commenced front end engineering design (FEED) in 2025. The project consists of four production facilities by constructing an offshore floating production, storage, and offloading facility (FPSO), a subsea umbilicals, risers and flowlines system (SURF), gas export pipelines (GEP), and an onshore natural gas liquefaction plant (LNG plant). For FPSO and the LNG plant, we have adopted Dual FEED approach, in which two consortia conduct FEED in parallel. Through this approach, we can select the EPC contractors from consortia that demonstrated superior technical and commercial capabilities. This aims to optimize EPC costs and schedule by ensuring a competitive environment among contractors. With the aim of reaching a final investment decision (FID) by the end of 2027, we are vigorously pushing forward with obtaining environmental and other permits, marketing, financing including fund-raising, and negotiating with the Indonesian government, while simultaneously conducting the FEED.

Project Status 1 Oil and Natural gas/LNG Business

Abu Dhabi Project

Project Overview

Abu Dhabi Onshore Concession Overview

Contract area (block)	Abu Dhabi Onshore Concession
Project status	In production
Project 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)

Value Creation Story

1973	Began participating in development and production of oil fields offshore the UAE
2014	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 barrels per day)
2015	Acquired a 5% interest in the Abu Dhabi Onshore Concession (formerly called ADCO) (to 2054)
2018	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	Awarded Onshore Block 4 as the sole operator in an open bid round
2021	Conducted drilling operations for the Onshore Block 4 exploratory/appraisal wells, and discovered multiple oil and gas reservoirs
2025 to 2027 (INPEX Vision 2035 / Mid-term Business Plan)	Acquired a production concession for the Onshore Block 4 Continuing stable operations at Abu Dhabi onshore and offshore oil fields while promoting cleaner energy

Employees' Voices

I have been striving to achieve long-term stable production and maximize business value through managing offshore and onshore oil fields projects in Abu Dhabi. The project is a critical initiative that serves as a cornerstone of the UAE's energy policy as well as our own business. Currently, we are advancing several development and operational activities simultaneously to further increase production. From the headquarters' position, I manage project budgets and identify economic challenges, while supporting smooth project progress in collaboration with local teams and relevant departments. In addition, we are committed to further strengthening the relationship between Japan and UAE. For example, we have been engaged in social contribution activities including the UAE-Japan falconer exchange program. Through these activities, we aim to deepen our understanding of UAE's culture and values while sharing Japanese culture with our partners. Through these efforts in both the E&P business and contribution activities, I aim to coexist with local communities, while achieving sustainable energy development and production. In doing so, I am committed to contributing to long-term value creation set forth in INPEX Vision 2035.

Kae Tsunenaga
Commercial Coordination Group 2
Abu Dhabi Projects Unit,
Europe & Middle East Projects Division

Current Project Status

Abu Dhabi Onshore Concession / Onshore Block 4

INPEX acquired a 5% interest in the Abu Dhabi Onshore Concession in April 2015. The concession includes some of the world's largest supergiant oil fields, and crude oil is currently being produced stably from 11 oil fields with a production capacity of 2 million barrels per day. Additionally, we won the bidding for the Onshore Block 4 during a block bid round held in 2018 and commenced drilling operations for exploratory wells as the operator in 2021. This resulted in the discovery of multiple conventional oil, condensate, and gas reservoirs. Subsequently, we acquired a production concession for the Block 4 in June 2025 and are steadily moving forward with the development toward full-scale production.

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, in close cooperation with ADNOC and other partner companies. Going forward, it will be important to steadily achieve the 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 of 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 ADNOC's high regard for our long-standing relationship of trust with Abu Dhabi.

Project Status 1 Oil and Natural gas/LNG Business

Norway Project

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	Joined the Snorre Project
2022	Formulated an upstream business strategy for Norway at INPEX Idemitsu Norge AS
2023	Commenced power supply from the floating wind farm to the Snorre production facilities
2024	Decided to join CCS projects
2025	Acquired production assets as well as discovered and undeveloped assets from Pandion Decided to proceed with the additional development of the southern part of the Fram Oil Field Continued considering development of discovered but 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

INPEX Vision 2035 / Mid-term Business Plan

Employees' Voices

Siri Bjørkesett) I'm a geologist and I work to understand the subsurface and where resources are, how promising they are, and whether we can produce them. Even in mature areas such as the Northern North Sea, new data keeps refining the picture. I combine seismic data, well results, and regional knowledge to build solid interpretations that result in APA (Awards in Predefined Areas) applications. Close collaboration with geophysicists, reservoir engineers, and other specialists helps test ideas from different angles. I aim to reduce uncertainty and support INPEX Idemitsu Norge AS (IIN) in making sound, long-term decisions.

Tatsuya Dotare) As a geophysicist, I focus on properly understanding and framing the uncertainties inherent in subsurface data. Even in mature areas such as those covered by APA, uncertainty does not disappear—it becomes more nuanced. In such an environment, balanced interpretation becomes essential. Rather than becoming overly conservative, I work closely with colleagues from diverse technical backgrounds to evaluate uncertainty in a disciplined manner. I believe that correctly understanding uncertainty—not overstating or overlooking it—is key to sustaining exploration success and delivering long-term value.

INPEX Idemitsu Norge AS
(Right) **Siri Bjørkesett**
(Left) **Tatsuya Dotare**

Current Project Status

INPEX operates multiple projects through IIN a wholly owned local subsidiary of INPEX Norway.

IIN holds many oil and natural gas production and exploration licenses in the North Sea, the Norwegian Sea, and Barents Sea. IIN is currently producing from multiple oil and gas fields including the Snorre Oil Field, the Fram Oil Field, the Duva Oil and Gas Field, and the Valhall Oil 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.

Meanwhile, recognizing the importance of current exploration to ensure future production, we have been actively participating in the APA open bid every year and were awarded five blocks in 2025. This was the seventh-highest number of successful bids among the 19 companies that participated in the bid. To expand INPEX's overall exploration portfolio, we will endeavor to discover as many promising structures as possible and conduct exploratory drilling.

Furthermore, we are in the process of examining several initiatives to achieve further decarbonization. Such initiatives include the Trudvang CCS Project, which we joined in 2024, and the concept of introducing offshore CCS in the Wisting Project, which aims to develop oil fields.

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

What is APA?

The APA is an annual open bid round for targeting the sea area on the Norwegian continental shelf, where geological understanding is well-advanced and infrastructure has been developed. As it targets matured areas, the APA is characterized by relatively low exploration risk and the ability to leverage synergies with existing production facilities. Many international energy companies focus on the APA as a means of continuous business expansion and asset optimization.

Project Status 1 Oil and Natural gas/LNG Business

Japan Project

Project Overview

INPEX started exploring, developing, and producing natural gas in Japan in the 1940s, 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.

At the Naoetsu LNG Terminal (Joetsu City, Niigata Prefecture), which commenced operations in 2013, we regasify LNG received from overseas and combine it with natural gas produced at the Minami-Nagaoka Gas Field. This gas 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. In addition, the terminal began receiving LNG shipped from the Ichthys LNG Project in 2018. 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 creation chain that connects overseas gas sources with the domestic gas market.

Value Creation Story

1940s	Commenced natural gas exploration, development and production activities in Japan
1984	Commenced production at the Minami-Nagaoka Gas Field
2013	Started operation of the Naoetsu LNG Terminal
2018	The first LNG carrier ship from Ichthys entered the Naoetsu LNG Terminal
2023	100th ocean-going vessel, counting both LNG and LPG ships, arrived at Naoetsu LNG Terminal
2024	Established INPEX JAPAN, Ltd. Completed the fifth stage of construction of the Shin Tokyo Line

Employees' Voices

The Nagaoka Field Office, which manages the Minami-Nagaoka Gas Field, plays a key role in ensuring stable gas supply with putting priority on safety. While safety is often perceived simply as accident prevention, I believe that, for a stable gas supply, it is imperative to instill an understanding and awareness of safety among all on-site workers and reflect it in their actions. I have been working to entrench safety awareness among workers by identifying risks from the perspectives of safety, environment, and health, while considering the feasibility and effectiveness of measures at operational sites. There are times when I am asked to make requests of those at operation sites that could place a burden on them. In such cases, I always try to explain the intent clearly and carefully and make progress through continuous dialogue. I believe that HSE (Health, Safety, Environment) is a common communication tool among everyone involved in our operations, not merely about regulatory compliance. That is to say, it plays a vital role in enhancing both quality and productivity and supporting our business continuity. Through my work, I will strive to achieve zero major accidents and ensure stable operations, thereby contributing to the further growth of our company and society.

Kanta Hoshi
INPEX Japan, Ltd,
Nagaoka Field Office
East Japan Regional Office
Operation Division HSE Unit

Major Trunk Pipeline

Current Project Status

Amid growing geopolitical risks, domestically produced gas assets and supply networks are becoming increasingly important. While production from the Minami-Nagaoka Gas Field is expected to decline due to its long-term production period, INPEX will continue both onshore and offshore exploration activities in accordance with its exploration strategies.

In 2025, we decided to procure a new rig. The rig is expected to be utilized for a wide range of activities, with focus mainly on exploration drilling of oil and natural gas, as well as CCS, geothermal energy, and field closure activities.

INPEX also outsources brine produced in Chiba Prefecture and manufactures iodine. We aim to strengthen our iodine business using our distinctive capabilities.

Project Status 2:

Lower-Carbon Solutions

CCS and Hydrogen

Feature On-site interview

Leveraging field- and organization-based operational capabilities for the next challenge of CCS and hydrogen

Domestic projects
Responsible for natural gas plant operations management as a production engineer

Ichthys Project
Worked from the launch of the organization through stable operations

Domestic projects
Provided cross-functional support for domestic operations in the Production Unit before being appointed General Manager of the Nagaoka Field Office

2000 2010 2020

Domestic projects
Built a foundation in natural gas plant operations through experience as an operator at multiple sites

Ichthys Project
After overseas LNG training and other assignments, served long term as an operator at the Ichthys onshore gas liquefaction plant in Darwin

Hydrogen and CCS project
Appointed Manager in charge of operations for the integrated demonstration of blue hydrogen and ammonia production and usage in Kashiwazaki City

Takehiro Komi
Senior Field Office Representative, Nagaoka Field Office, East Japan Regional Office, Operation Division

Keijiro Kawano
Production Unit, Exploration & Production Division, Commissioning Lead, Kashiwazaki Clean Hydrogen/Ammonia Project

From domestic operations to Ichthys: Where our approach to building operations organizations began

Kawano: What kind of work were you involved in before joining the Ichthys LNG Project Mr. Komi?

Komi: I joined INPEX mid-career in 2008. Before that, I worked for a plant engineering company mainly engaged in water treatment. After joining INPEX, I was assigned to the Nagaoka Field Office, where I was involved in domestic operations for about five years as a production engineer.

Production engineering is the department responsible for managing the entire process from production wells to plant processes and onward to shipping facilities—in other words, the full process from end to end. The scope of work is broad. Based on field data, production engineering is responsible for maximizing production volumes by technically resolving production issues and optimizing operations, while placing the highest priority on safety. The Nagaoka Field Office was not large in scale compared with Ichthys, but I believe it was a site where I was able to gain an end-to-end view of the entire process.

What kind of field experience did you gain in Japan, Mr. Kawano?

Kawano: I joined INPEX in 2000 as an operator. My first assignment was at the Nakadori Gas Collection Station, a gas plant at the Higashi-Kashiwazaki Gas Field, which has now ceased production. I worked there on-site as an operator for four years. The plant handled what is often called clean natural gas, with relatively few impurities, so the process facilities were comparatively simple. It was a very easy-to-understand site for learning the fundamentals of operations.

I was then transferred to Offshore Iwaki Petroleum Co., Ltd. in 2004, where I worked for about three years at both offshore platform and onshore plant facilities. In addition to offshore facility operations on a platform located 40 kilometers offshore, I also gained experience in highly demanding onshore plant operations, where gas was supplied directly to nearby customers. Any plant trouble would immediately lead to a supply issue, and that

Project Status 2: Lower-Carbon Solutions

experience has become a major asset for me. In 2007, I was transferred to the Nagaoka Field Office, where I further built up my experience in field operations. I feel that such on-site experience in Japan later became a major foundation for my involvement in the start-up of the large-scale Ichthys Project.

When were you transferred to Ichthys, Mr. Komi?

Komi: In 2013, I was assigned to Perth, Australia, just as full-scale development of the operations organization for Ichthys was beginning. Over the following eight years, I worked with local members on operations, from the launch of the organization through ramp-up and into plateau production, or stable operations. Through experiencing a wide range of phases, I came to think about "what operations means" not only in terms of individual tasks, but also from the perspective of how to make the entire organization function effectively. I believe this experience has become a major foundation for my subsequent work as well.

Kawano: What was the scale of the operations organization in 2013?

Komi: I believe the organization had fewer than 100 people at the time. It was around the point when the four general managers who would form the core of operations had finally come together. At the same time, while each of them brought their own expertise, they moved the project forward through extensive discussions based on a fair and equal relationship. It was truly a period of building an operations organization from the ground up, and that process left a very strong impression on me.

Kawano: After working in domestic operations, I went through a preparation period for Ichthys. This included around six months of training at the Bontang LNG Plant in Indonesia and two and a half years in Singapore participating in Factory Acceptance Tests (FATs). I was then transferred to Darwin, Australia, in 2015. From 2016, I was involved in the commissioning and initial start-up of the Ichthys LNG Plant and continued working in operations at the plant through 2023.

As Mr. Komi said, members with diverse backgrounds came together, and I feel that the open environment in which people moved the project forward by exchanging views regardless of position or role offers many lessons for future domestic operations management as well.

Komi: Ichthys is a large-scale project that brings together professionals with experience across a wide range of operations businesses. As a result, position descriptions are clearly defined in the organization, and each person carries out their work with responsibility for their own area of expertise. While this structure is rational, there were also situations in actual practice where I felt challenges in building horizontal connections and ensuring the flow of information beyond the boundaries of each person's defined scope of work.

Kawano: That is certainly true. In operations as well, there was a system in place where the team leader on each shift made decisions, meaning that the decision-making authority changed when the shift changed. In that sense, operations were managed in a rational way. At the same time, I also felt that, in actual practice, many situations required ingenuity in ensuring continuity of information across shifts and organizations.

Komi: Maintaining the flow of information was an important point. At Ichthys, there were delays during the design and construction phases, but operations started up smoothly, including the ramp-up phase. I feel that this was partly because the culture we had developed through our domestic operations—supplementing information while keeping the entire process in mind—worked effectively.

Kawano: Yes. I was also conscious of thoroughly sharing information across departments and teams, bringing that information back to my own team, and passing it on to other members. I believe this approach was well recognized by local staff and contributed to smooth operational execution and early-stage troubleshooting.

Komi: As local staff were exposed to the way of working we had developed through our domestic operations, there was a gradual spread of practices that emphasized advance information sharing and dialogue. Even the term "*Ho-ren-so*"—reporting, communication, and consultation—came to be understood.

Kawano: Yes. Establishing "Shukai" meetings as a forum for sharing information among all members also worked well. I believe it helped raise employee motivation, including among local staff.

And the shipment of the first Ichthys LNG cargo was quite a tense experience, wasn't it? Every day felt like walking a tightrope as we tried to determine when loading could begin and when the cargo could be shipped. At the time, I was working as a panel operator in the control room, but equipment issues also arose, and things did not proceed as planned. I remember members of management who were attending the event coming to the control room to ask about the situation. We explained each situation one by one and continued to make careful decisions step by step.

Komi: It certainly was. I was also present for the first cargo shipment on the offshore side, and we received a constant stream of inquiries from Japan asking, "Is it ready yet?" But for those of us on-site, safety had to come first. All we could do was carefully determine the timing at which we could ship the cargo with certainty.

Kawano: Acceptance at the Naoetsu LNG Terminal was also coming up, so the shipping side and receiving side were operating on the same timeline. Some of the members who were involved in that first cargo are now engaged in operations at the Naoetsu LNG Terminal. I believe that experience was not just a one-off event, but has clearly carried through to the way we approach operations today and to our ability to respond on the ground.

Rethinking operations and human resources development through the Ichthys experience

Komi: Based in part on my experience at Ichthys, I recognize that the current challenge for our domestic operations organization is "to build systems that do not depend on specific individuals," and I am working to make that a reality. Overseas, it is common for people to change jobs repeatedly in pursuit of career advancement. At Ichthys as well, robust systems had been established to ensure that operations would not stagnate even if someone left the organization at any time. By contrast, in Japan, where long-term employment is the norm, people tend to remain in charge of the same work for extended periods, which can make operations more dependent on specific individuals. Given this challenge, I believe it is important to build systems that can maintain stable operations even when personnel change.

Kawano: With such systems in place, continuity of operations can certainly be maintained even when personnel change. On the other hand, I feel that if people simply follow manuals and rules, it is difficult to develop talent with the flexibility to respond to unpredictable situations. In the field, abnormalities are often detected not only through numbers and alarms, but also through sensory cues, such as unusual smells or changes in the atmosphere. That kind of capability can only be acquired through the accumulation of day-to-day field experience. Wouldn't it be important to strike the right balance between human resources development and systems?

Komi: I agree. One of the important roles expected of operators is the early detection of abnormalities. This is an area that current science and technology cannot fully cover, and ultimately one where we have to rely on human sensitivity—what might be called the five senses.

Kawano: One thing I tell operators when I meet with them is "to think of the plant they operate not just as an industrial facility, but as a living plant." Unlike animals, plants do not express themselves by making sounds or otherwise signaling their condition, so they can quickly wither if they are not properly cared for. Through caring for plants, we adjust the amount and frequency of watering, exposure to sunlight, room temperature, humidity, and other conditions to create the optimal environment. This allows plants to remain healthy and grow steadily. The same can be said for plant operations management. Through plant operations, operators learn to understand the optimal process conditions and acquire appropriate operational management skills. This leads to their own growth while also enabling the plant to maintain stable operations. I believe that people and plants grow together.

In that sense, there are many sites in Japan where people can learn. I believe it is important to assign people appropriately and help them build their careers by giving them experience across a variety of sites.

Komi: I am also strongly focused on human resources development. I believe it is important not only for people to stay at the same site, but also to gain experience across different fields and workplaces, broadening their perspectives and sharpening their sensitivity. Without the growth of its people, a company cannot grow. I believe that carrying forward each experience cultivated in the field to the next generation and the next business will become a source of strength supporting operations going forward.

Building learnings and data to support the next business

Kawano: Immediately after I returned from Ichthys in 2023, construction began on the facility for integrated demonstration of blue hydrogen and ammonia production and usage in Kashiwazaki City (the "Kashiwazaki Hydrogen Park"). This project aims to combine multiple processes and operate them as a single integrated operation, making it a complex process involving many different elements. Because it requires close collaboration among many people across departments, I felt that it was precisely the kind of project that only INPEX could undertake, drawing on the capabilities that led Ichthys to success. I had been very eager to be involved in its operations, and fortunately, that wish came true: I was appointed manager in charge of plant operations.

I see the Kashiwazaki Hydrogen Park not as a place where we present answers from the outset on what it should become, but as a place where we learn what it should become. Rather than deciding the direction from the start, we will work together with all stakeholders to consider how to use the data obtained through the demonstration. That, I believe, is the role of this demonstration.

Project Status 2: Lower-Carbon Solutions

Komi: Absolutely. I believe one of the key objectives of this demonstration is how we accumulate and utilize data. The Kashiwazaki Hydrogen Park is a new initiative, but from the perspective of plant operations, it is essentially an extension of the businesses we have built to date. By leveraging the operational knowledge and expertise we have cultivated through Ichthys, domestic operations, and Abadi, which is currently in the FEED stage, including design-related expertise, I am confident that this project will play an important role for the future and lead to tangible results.

Kawano: I believe my role as the person responsible for operations management is to ensure reliable plant operations and to steadily collect data that can be applied to the next stage. Issues will arise, and operational errors may occur. However, we need to accumulate data on every event, including operational errors: what kinds of issues occurred, and how much downtime resulted from them. I believe that data will become the foundation when we move to the stage of pursuing commercialization. Of course, safety is the fundamental prerequisite. Our first priority is to prevent incidents. We must first operate the plant properly and collect data. Repeating this process is what demonstration is all about, and I believe that accumulating those efforts will lead to the next step for our business.

Komi: That is precisely why I believe we must fully leverage the experience and knowledge we have cultivated through our domestic operations and Ichthys from the design stage. To realize a stable plant with fewer issues, it is essential to reflect in the design the knowledge of operators who have actually operated similar plants, and to carry forward the Lessons Learnt there to the next stage. I hope that each piece of data accumulated here will become part of the foundation for the next business we are aiming to build.

Kawano: Exactly. As an operator that is consistently involved from energy development through to operations, we recognize the weight of the responsibility we must fulfill, and we intend to ensure that this demonstration plant fully plays its role. I would be pleased to see the outcomes generated here utilized in a wide range of settings.

Current Project Status

Kashiwazaki Hydrogen Park

In 2025, INPEX has opened the Kashiwazaki Hydrogen Park*1. The demonstration test at the Kashiwazaki Hydrogen Park is the first project in Japan to build an integrated value chain from production to usage of hydrogen and ammonia—clean energy sources that emit no CO_2 when used.

Natural gas produced at the Minami-Nagaoka Gas Field that INPEX operates in Niigata Prefecture will be used as raw material. The CO_2 generated during the production process will be pressurized and injected in a subsurface gas reservoir (CCUS*2) in the Hirai area of the Higashi-Kashiwazaki Gas Field, where gas production has already been terminated, as an effort to reduce CO_2 emissions in the atmosphere. Hydrogen produced in this manner 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 Kashiwazaki Hydrogen Park is expected to commence operations in the middle of 2026. Through the demonstration test, we aim to accumulate the technology and experience required for an entire supply chain encompassing the production of hydrogen and ammonia to their usage. At the same time, we aim to build a proven track record to become a pioneer in hydrogen and ammonia business both in Japan and abroad.

*1 A series of facilities including a blue hydrogen and ammonia demonstration plant, the Kashiwazaki Hydrogen Power Plant, and the Hirai Gas Collection Station
*2 Carbon capture, utilization, and storage: Technologies for capturing, storing, and utilizing CO_2

Metropolitan Area CCS Project

The Metropolitan Area CCS Project is a CCS*3 project that will involve collecting CO_2 emitted from Nippon Steel's East Nippon Works Kimitsu Area and multiple industries in the Keiyo coastal industrial region, transporting the CO_2 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 projects*4." In 2025, INPEX and its partners established a joint venture company "Metropolitan CCS, LTD.," to accelerate research and design toward commercialization. Going forward, we plan to drill the appraisal well and continue to examine the details, aiming to commence CO_2 injection in early 2030s. Through the project, INPEX will continue contributing to the realization of carbon-neutral society by strengthening collaboration across industries.

*3 Carbon dioxide Capture and Storage (CCS): the process of separating, capturing, transporting, and storing CO_2
*4 Business feasibility studies as well as the basic engineering design for a CCS value chain involving detailed studies on CO_2 separation/collection, transportation and storage, and assessments on CO_2 storage potential including exploratory drilling, intended to promote and expand CCS projects

Project Status 3

Drive Initiatives in Energy and Resources Fields

Renewable energy

Overview of Renewable Energy Business

In INPEX Vision 2035, we declared our commitment to achieving net zero by 2050 and contributing to lower-carbon society, with supporting the Paris Agreement targets. Transitioning to net zero emissions requires taking various lower-carbon measures in parallel, and utilizing renewable energy is one of those options.

We have been engaged in a power value chain business both in Japan and overseas since 2013, encompassing solar, wind, and geothermal power generation, as well as the combination of renewable energy and battery storage.

Employees' Voices

I have been seconded to Potentia Energy Pty. Ltd (Potentia Energy) located in Sydney. I am now responsible for the progress management of solar, battery storage, and onshore wind projects, which are under construction, and the procurement of equipment and materials. My work goes beyond simple investment management. I contribute to identifying and resolving issues by grasping every part and work that could impact costs and schedule, based on the information accumulated daily from the site. Through my procurement work, I strive to optimize the value of our portfolio. Specifically, I monitor overall supply chain trends, including costs of raw materials and manufacturing, and perform strategic bid selection, thereby enhancing our presence in the industry. I feel that the more than 100 employees at Potentia Energy are highly specialized and motivated toward business expansion. I carry out my daily duties with a strong sense of mission to expand our renewable energy business in Australia, our core business region, and to drive a responsible energy transition.

Seika Sasaki (right)
Oceania Projects Unit
Oceania Projects Division
Seconded to Potentia Energy

Value Creation Story

2013	Commenced operations at the INPEX Mega Solar Joetsu
2015	Participated in the Sarulla geothermal power generation business in Indonesia Participated in geothermal power generation businesses at Muara Laboh, Rantau Dedap, and Rajabasa in Indonesia since 2021
2021	Acquired shares of wind power generation businesses in Europe (Luchterduinen and Borssele). Acquired shares of a wind power generation business in the United Kingdom (Moray East) in 2023
2023	Participated in a renewable energy business in Australia through Potentia Energy, a joint venture company with Enel

Current Status of Renewable Energy Business

In 2023, INPEX acquired 50% of shares in Potentia Energy (former Enel Green Power Australia), a subsidiary of Italian major electric power company Enel, and participated in the renewable energy business in Australia. Through this, we target to maximize project profitability by combining the Enel's know-how in renewable energy business with our network and project execution capabilities that we have cultivated through projects in Australia, including the Ichthys LNG Project.

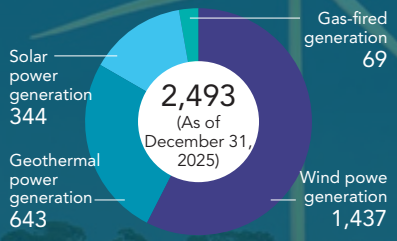
In 2025, we acquired renewable energy assets portfolio exceeding 1 GW in Australia. This portfolio comprises wind, solar, and battery storage businesses that are in operations or at a late stage of development across four Australian states and territories. The acquisition has diversified our assets geographically and technologically.

As a result of the above acquisition and others, our net electric power generation capacity, including renewable energy, increased to 838 MW from 605 MW at the end of FY2024.

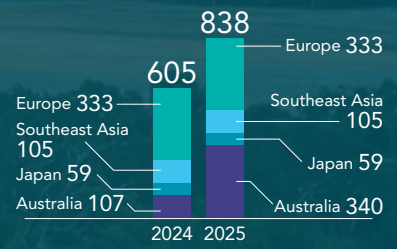
In Japan, we are engaged in the solar power generation business. In addition, Japan's first floating offshore wind farm (Goto Offshore Wind Farm), in which we participate, commenced commercial operation in January 2026. We are also developing and exploring geothermal power generation business.

In line with our oil and natural gas business, we comply with our investment discipline for new renewable energy investments, focusing on a specific economic feasibility in our investment decisions.

Net electric power generation capacity by power source (Unit: million kWh)



Net electric power generation capacity by core business regions (Unit: MW)



Warradarge Wind Farm is held by Bright Energy Investments (BEI), which is jointly invested by Synergy and Potentia Energy.

Technical Strategies

INPEX prioritizes the safe and stable operations of its existing projects as a source of growth. Simultaneously, we take measures to achieve reliable energy supply and our future breakthrough. In doing so, we focus on expanding our supply capacity of natural gas as a pragmatic transition fuel, while pursuing businesses in the lower-carbon solutions fields and the power-related fields where complementary effects and synergies can be maximized. Through these initiatives, we aim to make progress toward net zero by 2050. We have established the following basic policy of technical strategies, which serves as a foundation supporting our strategies and a frontrunner pioneering new initiatives.

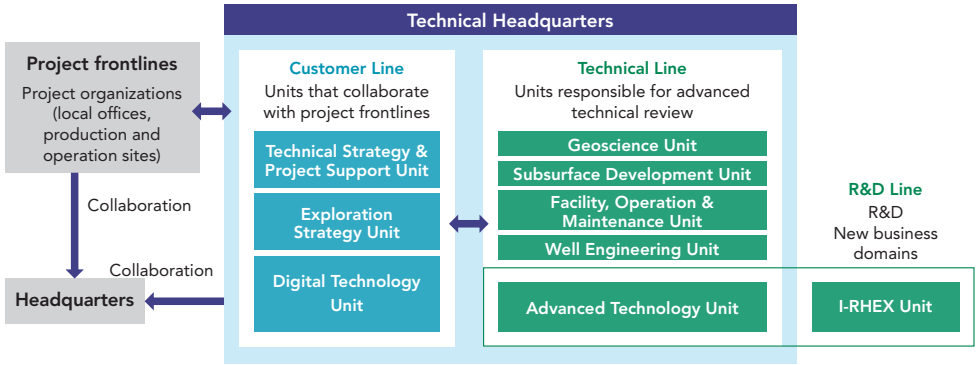
Basic Policy of Technical Strategies

(1) Based on the foundation of safe and stable operations in oil and natural gas, we will use low-cost and low-carbon technologies to expand and develop the natural gas/LNG business at an early stage, securing additional reserves.
(2) To achieve net zero emissions by 2050, we will balance competitive advantage with risk mitigation and acquire world-class CO_2 underground storage technologies.
(3) By leveraging INPEX's distinctive capabilities, we will take on the challenge of acquiring technologies required for energy and resource fields that will become our next revenue streams following our oil and natural gas business.
(4) We will develop and advance clean energy technologies and pursue R&D that enhances our oil and natural gas business.
(5) We will strengthen the digital foundation that supports the policies (1) to (4) above, to achieve efficiency and create new values through digital technologies.
(6) To achieve the policies (1) to (5) above, we will promote the recruitment and development of project professionals with strong execution capabilities, specialized engineers, and R&D personnel.

Organizational Change toward Comprehensive Technical Capabilities

To leverage technologies and knowledge in exploration, development, and operations cultivated over the long term, while taking on challenges in lower-carbon solutions field and new business domains, it is essential to mobilize comprehensive technical capabilities that go beyond the boundaries of individual businesses and organizations. Based on this vision, INPEX established the **Technical Headquarters** in April 2025, aiming to centralize and advance expertise across the Company and enhance our technical support functions.

The Technical Headquarters has centralized technical human resources and specialized knowledge that were dispersed in individual fields and departments. By using these human resources and knowledge across the Company, we aim to maximize our business value.



Before & After the Organizational Change

Before

- Technical resources were dispersed across individual departments, in spite of strong technical capabilities.
- There were issues in technical collaboration and knowledge sharing and deployment across departments and on Company-wide scale.
- Deeper involvement was needed for advancing O&M and improving exploration success rates.
- Organizational structure was not suitable for the Company-wide deployment of advanced and digital technologies.

After

- The Technical Headquarters serves as a technical hub, swiftly reflecting on-site needs to technical reviews.
- Established a system capable of deploying insights gained from technical reviews to the entire Company and overseas offices.
- Progress has been made in accumulating and reusing technologies beyond individual projects.
- Cross-functional collaboration has been materialized.
- Technologies and operations have been advanced in a unified manner, including the use of digital technologies.
- Supporting safe and stable operations of existing businesses, while offering technical supports for new growth areas.
- On-site support capabilities have been expanded through enhanced Customer Line.

Searches that used to take hours are now completed in a few minutes—Introduction of a new weapon, AI, into operations and maintenance in the Ichthys Project

Since operations began in 2018, the Ichthys LNG Project has accumulated vast amounts of maintenance history data, daily reports, and technical documents. However, the dispersion of this information led to several challenges, which had become apparent on the sites. The challenges included time-consuming search for necessary data, gaps in maintenance data, and dependency on individuals for knowledge. To address these issues, the Technical Headquarters developed and deployed an Ichthys-dedicated AI tool that is customized to onsite needs, by leveraging generative AI expertise. Through this, we have transformed the accumulated data into practical knowledge and achieved both operational efficiency and more sophisticated decision.

AI analysis of operation reports

AI system converted daily reports since the start of operations into a database. It responds to natural language queries, provides immediate retrieval of past operational performance and troubleshooting cases, and presents the answers.

Several hours ▶ Completed in seconds to minutes

Highly accurate search approved by engineers

Supplementing maintenance data with AI

AI system processed approximately 110,000 maintenance records that had remained unorganized for years. AI analyzed work descriptions and automatically categorized and supplemented failure details and affected components.

Vast amounts of gaps in data ▶ Structured data

Achieved over 90% classification accuracy

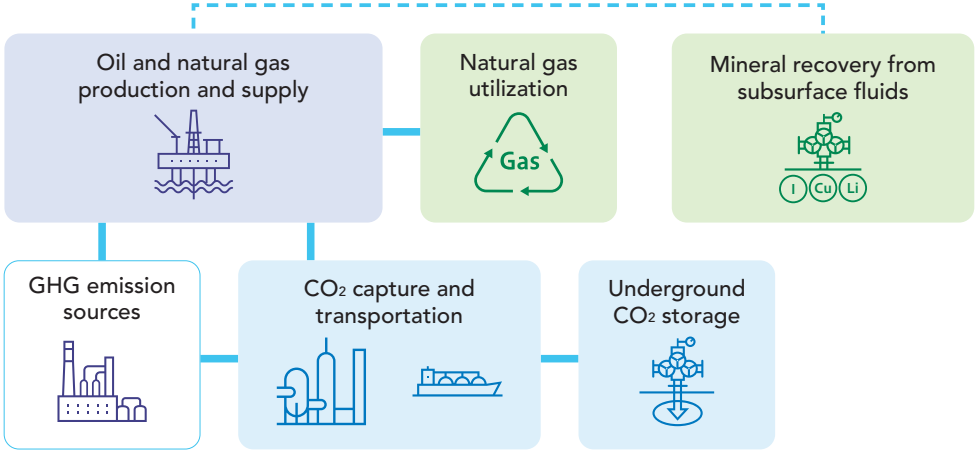
R&D to Develop and Strengthen Core Technologies for Competitive Business Advantage

Enhancing and Expanding Technological Capabilities through R&D

To drive INPEX's future growth through the enhancement of existing projects and expansion into new business domains, we are leveraging research and development (R&D) to strengthen and develop core technological capabilities that underpin our competitive advantage.

- We are enhancing the value of our upstream assets through R&D that further strengthens our technological capabilities in oil and natural gas development.
- In the CCS field, we are leveraging R&D across the full CCS value chain—from CO_2 capture and transportation to underground storage—to strengthen the competitiveness of CCS as a low-carbon solution and establish INPEX as a leading CCS player.
- In emerging fields such as natural gas utilization and valuable material recovery from subsurface fluids, we are leveraging our existing strengths through R&D to broaden our technological capabilities and drive expansion into new business domains.
- In advancing R&D, we promote collaboration and open innovation with technology providers, research institutions, and startups that possess specialized technological or other unique expertise, unifying their capabilities with our own to create new technologies.

Key R&D focus areas



R&D areas and example initiatives

Oil and natural gas development	● Oil and natural gas recovery improvement: enhanced oil recovery (EOR) and enhanced gas recovery (EGR) technologies ● Reservoir evaluation: Subsurface visualization using fiber-optic technology ● Production facility maintenance and operational efficiency: Materials and corrosion assessment for production facilities, and CO_2 absorbent evaluation
Low-carbon technologies including CCS	● Underground CO_2 storage technologies (storage potential assessment, reservoir monitoring, and CO_2 mineralization) ● CO_2 capture and transportation: CO_2 capture for post combustion capture (PCC), e.g., membranes, adsorbents, and absorbents. Direct air capture (DAC). Offshore CO_2 transportation offering better efficiency than liquefaction ● Hydrogen: Distributed blue hydrogen supply. Hydrogen pipeline embrittlement evaluation
Mineral resources, electrification, and related areas	● Natural gas utilization: Carbon black production. Conversion into other valuable materials ● Valuable material recovery from subsurface fluids: Refining technologies for iodine recovery, lithium recovery, and copper in-situ recovery (ISR) ● Effective utilization of renewable energy

Establishment of a New Innovation Center (Tentative Name)

- We will construct the Innovation Center (tentative name) as a new hub to accelerate INPEX's R&D initiatives going forward. We have already secured a site in the Greater Tokyo Area and will proceed with preparations for construction in anticipation of relocation in the coming years.
- The new center will serve as "INPEX's innovation hub for shaping the future of energy". The center will house experimental equipment and pilot testing facility necessary for technology deployment for energy-related R&D, while promoting broad collaboration and open innovation to accelerate the development of technologies that benefit society.

Digital Strategy: Accelerating Transformation through Digital Technologies

As a leader in energy transformation, the Group is working to ensure a stable supply of energy and improve business efficiency through the use of digital technologies.

By leveraging digital technologies, the Group is transforming business processes, strengthening its data foundation, and accelerating the adoption of sophisticated digital solutions to enhance operational excellence and create new value.

Recognizing people as the driving force behind these transformations, the Group is strengthening digital talent development through its in-house Digital Academy program while advancing Company-wide, field-driven adoption of digital technologies and AI through its network of Digital Ambassadors. Through these initiatives, the Group seeks to foster a workplace where AI naturally belongs, like the air we breathe, thereby strengthening its sustainable competitive advantage.

Digital strategy / Approach to addressing challenges

Turning **creative workstyles** through automation × Turning big data into **tomorrow's resource** × Turning hidden data into **INPEX's strength**

Initiatives

- Building a culture and talent base to drive transformation
- Accelerating the use of AI and data
- Enhancing global digital infrastructure, governance, and security

Case example 1 Advancing AI adoption and digital talent development

—Creating a workplace where AI naturally belongs, like the air we breathe

INPEX positions digital tools, including AI, as a strategic foundation that not only enhances operational efficiency, but also enables faster, more sophisticated decision-making and facilitates the transfer and effective use of knowledge across the organization. By leveraging these technologies, the Group is redirecting human talent toward high-value-added work that requires uniquely human judgment and creativity, thereby enhancing corporate value.

Guided by the concept of "Where AI naturally belongs in the workplace, like the air we breathe," the Group launched a task force, named "AIR" dedicated to advancing AI utilization across the organization. Rather than focusing solely on tool deployment, the Group is promoting a broad range of initiatives—including seminars, hands-on programs, and instructional video content—to advance cultural transformation and new ways of working. Through these initiatives, the Group is fostering a culture in which employees think for themselves about how to use AI and naturally incorporate it into their day-to-day work, thereby spreading this approach throughout the organization. Recognizing the unique characteristics of generative AI, the Group is continuously strengthening AI literacy, encouraging users to verify information independently, and reinforcing guidelines on permissible data inputs to ensure the responsible use of AI.

Furthermore, to expand digital talent across the organization, the Group has established the Digital Ambassador scheme, which brings business and digital teams together to address operational challenges collaboratively. This program is led primarily by three younger employees, who draw out the challenges that each department sees as issues, select appropriate digital tools to address them, and work alongside the departments to put in place the framework needed to solve those challenges, thereby ensuring that the program leads directly to tangible outcomes. Through these initiatives, the Group is accelerating cross-functional digital adoption to drive business transformation and operational excellence.

Ryotaro Yamana, Miyu Kanemoto, Aya Masumura
AI & Data Solutions Group,
Digital Technology Unit, Technical Headquarters

Case example 2 Building a Company-wide data platform centered on AI readiness

—Organize, connect, and leverage data for the AI era

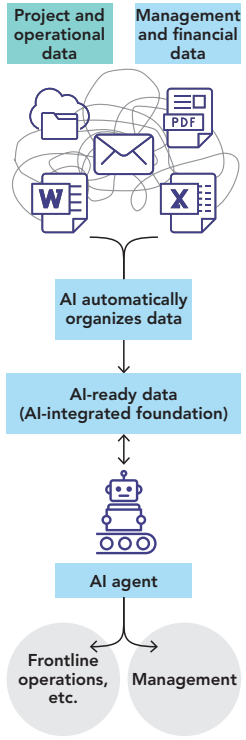
While AI technologies are evolving rapidly, realizing business value from AI requires "AI readiness"—ensuring that data is properly organized and accessible for effective AI utilization.

This initiative aims to build a Company-wide data and AI platform that serves as the foundation for AI readiness by connecting frontline operations and management. A major challenge is the inconsistency in data granularity and definitions across business and administrative functions, combined with the large volume of unstructured data, including reports. Rather than merely consolidating data, the Group is working to create an environment where structured data and textual information can be linked and utilized within the proper business context, while continuously refining its approach through close collaboration with frontline teams.

These initiatives are already beginning to improve the efficiency of aggregating production and GHG-related data.

Looking ahead, the Group will further enhance the platform through the use of AI agents and knowledge graphs, enabling AI to interpret data relationships and context to support more advanced analysis and decision-making. Although still in progress, the Group is steadily building a foundation for the AI era that it believes will enhance the competitiveness of the INPEX Group.

Kohei Tamura
AI & Data Solutions Group,
Digital Technology Unit,
Technical Headquarters



Case example 3 A new ERP core system supporting centralized management of business data

—Establishing a foundation for greater utilization of business data through ERP transformation

In January 2026, the new core system "ERGON" went live. We are pleased to announce the successful completion, on schedule, of this project, which was carried out by a team of more than 200 members.

The project's greatest achievement was the standardization of systems. We streamlined operations by shifting from highly customized proprietary specifications to the standard functionalities of SAP S/4HANA. As a result, customization was reduced by approximately 60% from previous levels, creating a simpler and more maintainable system. This standardization has significantly reduced the burden of system modifications, enabling the Group to respond more quickly to legal and market changes. In addition, this project led to the consolidation of business data that had previously been dispersed across multiple systems, establishing a centralized data foundation.

Going forward, we will utilize this system to enhance our management analysis and data-driven decision-making. In promoting this project, we carefully considered frontline operations while advancing operational standardization. To minimize the burden on frontline employees while transforming conventional work processes, the relevant management members and frontline users maintained close communication and jointly solved issues as they arose. Through these efforts, the Group has taken a solid first step toward data-driven management.

Shigekazu Furuya
Business Solutions Group,
Digital Technology Unit,
Technical Headquarters

Reinforcement of Trading Functions

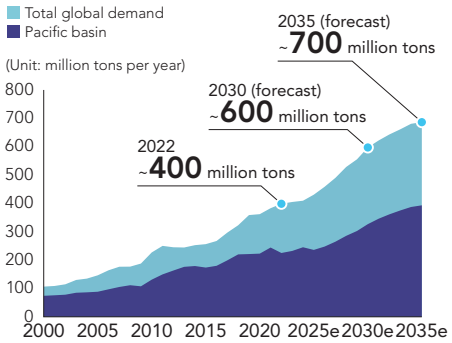
In recent years, with the increased liquidity of crude oil and natural gas transactions, reinforcement of trading functions has become a challenge inevitable to secure stable earnings.
INPEX plans to strengthen sales of equity crude oil and LNG through INPEX Energy Trading Singapore Pte. Ltd., a subsidiary established in Singapore, an Asian trading hub.

LNG Supply and Demand Outlook

Global LNG demand is expected to expand significantly from approximately 400 million tons in 2024 to around 600 million tons in 2030 and 700 million tons in 2035.

As of 2035, approximately 60% (roughly 400 million tons) of this demand is projected to come from the Pacific coastal region, including Asia. As we hold extensive LNG interests in this region, we will continue to work on stable LNG supply so as to meet the growing demand.

LNG demand trends (actual / forecast)



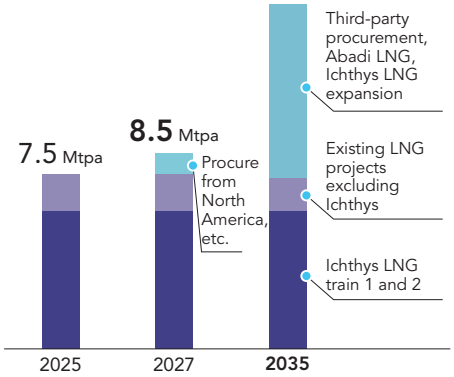
* Company prepared graphs based on Wood Mackenzie data (2025 Q4).

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 its LNG trading volume to increase further, potentially to around twice the current level, through expanded 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.

Projected Growth in Net LNG Trading Volume*



* 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 globalization of the crude oil market has progressed to an influx of crude oil from outside the region into the Asian market, intensifying competition in the sales environment. Under the circumstance, 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. Through this, we have built a system capable of responding flexibly and promptly to diverse customer requests regarding price, delivery, and other terms and conditions.

Through IETS, we have been promoting various measures for stable supply of equity crude oil and LNG to our customers including those in Japan, while aiming to increase sales value of energy including LNG.

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 expand our LNG portfolio with eyes to diverse supply sources, including US-produced LNG. We believe that these measures will further strengthen LNG trading functions across INPEX Group and allow us to supply LNG more flexibly and agilely to mainly the Pacific coastal region, including Asia.

Yohei Ota
Operating & Marketing
LNG Trading Group
Trading Unit
Global Marketing
Division

I have been assigned to LNG trading operations as a new graduate. Since trading operations involve both buying and selling, I have had opportunities to engage with many business partners. During the past few years, I believe I have overcome difficult situations together with these partners, as I faced numerous uncertainties such as projects issues and sudden changes in supply and demand.

In my early days of the assignment, I often struggled with the contradictory missions of ensuring stable LNG supply and maximizing profit through trading. While facing such dilemmas, however, I have come to believe that win-win results in LNG trading are more likely to be achieved not from competing with business partners but from collaborating with them.

I will continue to be committed to ensure a stable energy supply for Japan and Asian regions, with using our strength and valuing the bonds with my business partners I have built.

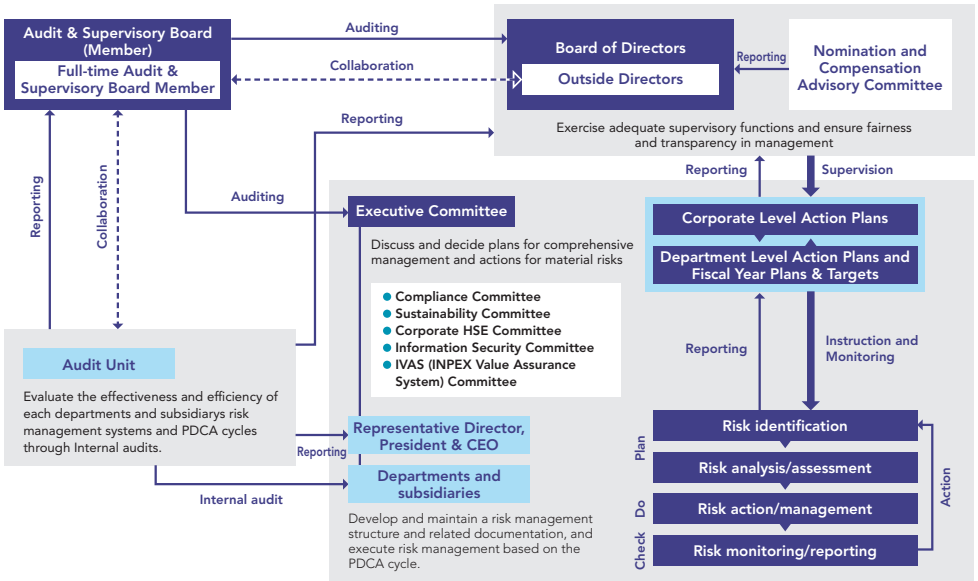
Risk Management

INPEX strives to continuously improve its risk management structure, which is designed to appropriately identify and manage the risks associated with its business operations, including sustainability-related risks.

We have established a structure to prevent damage from occurring or spreading. This helps us maintain and reinforce the trust of our customers, business partners, investors, and other stakeholders, and seek to maximize corporate value.

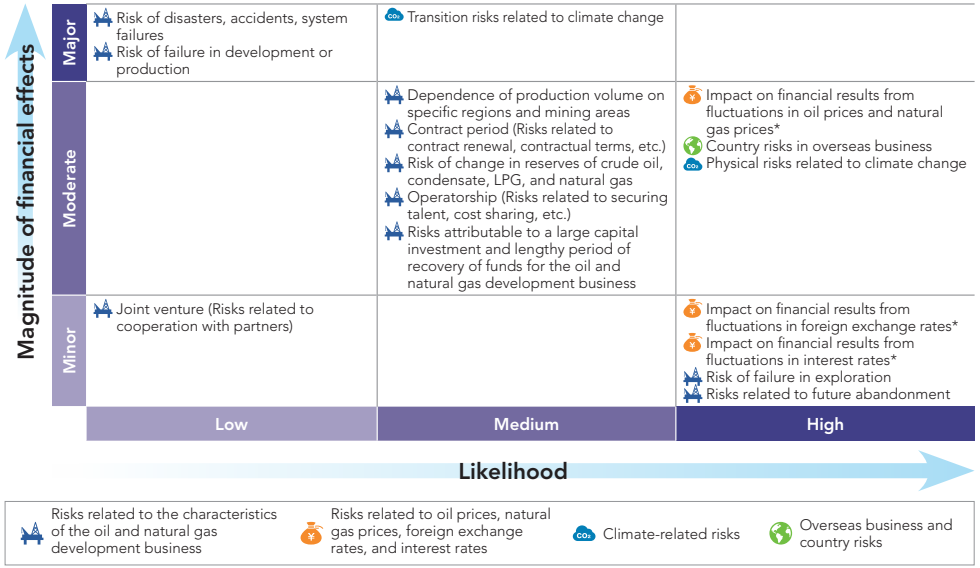
Risk Management Structure

We have adopted a divisional system and assigned Directors and other Officers as the Senior Vice President of each division. This system ensures responsibility and efficient management of business operations. This enables the divisions to work closely together to conduct risk identification, specification, analysis, and assessment in accordance with our internal regulations and guidelines. The Executive Committee discusses and determines comprehensive management and action plans for material operational risks associated with individual projects. The Committee also reports the above to the Board of Directors as necessary to exercise adequate supervisory functions and ensure fairness and transparency in management. Furthermore, to realize our Mid-term Business Plan and other key business objectives, annual plans and targets are developed for each department, aligning with our mid- to long-term goals. These plans incorporate identified material risks and associated mitigation/management plans and are determined by the Executive Committee. Each department subsequently carries out initiatives to achieve its targets, while keeping the risks and mitigation/management plans in mind, and reviews its progress at the mid-term and end of each fiscal year.



Main Business Risks

The main risks in our business operations are outlined below, and basic measures for dealing with each are defined. Furthermore, we utilize risk maps to analyze specific and current risks affecting our financial effects in terms of magnitude of financial effects. We define our response policies based on the urgency and impact of these risks, and promptly implement countermeasures.



* Depending on market conditions, there may also be a positive effect on the Company's financial results

Key control measures for managing various risks

Response to climate change-related transition risks
- Introduction of clean energy, implementation of greenhouse gas emission reduction measures

Response to market risks
- Management of financial risks

Response to country risks
- Setting of target limits on the cumulative investment balance within high-risk countries

Response to project risks
- Implementation of cross-organizational technical assessments (The IVAS Committee)
- Implementation of periodic economic assessments and risk management

Response to operational risks
- Formulation of emergency and crisis response plan, implementation of exercises
- Formulation of BCP
- Establishment of the Information Security Committee, implementation of education and exercises