

An aerial photograph of an industrial plant, likely a refinery or chemical processing facility, situated in a rural area. The plant features numerous white storage tanks, complex piping, and several large industrial buildings. It is surrounded by lush green fields, some of which appear to be rice paddies. In the background, a densely populated town or city is visible, followed by rolling hills and mountains under a clear blue sky. A large, semi-transparent blue triangle is overlaid on the top left corner of the image, containing the company name and report title.

***INPEX***

# ***Sustainability Report 2024***

(January 1 – December 31, 2024)

# Contents

## 3 Sustainability at INPEX

- 4 Message from the President & CEO**
- 5 Editorial Policy**
- 6 Feature 1: INPEX Vision 2035**
- 11 Feature 2: Materiality Assessment**
- 14 Sustainability Management**
  - 14 Sustainability Structure
  - 20 Energy Development Value Chain
  - 22 Engagement with Stakeholders
  - 24 Engagement with Industry Associations
  - 27 Sustainability Material Issues: Targets and Achievements

## 36 Environment

- 37 Climate Change**
  - 37 Governance and Strategy
  - 44 Risk Management
  - 45 Metrics and Targets
  - 48 Efforts to Reduce GHG Emissions
  - 53 Disclosures in Line with TCFD Recommendations
  - 54 Energy Transition
- 56 Biodiversity Conservation and Environmental Pollution Measures**
  - 56 Governance and Strategy
  - 57 Risk Management
  - 58 Metrics and Targets
  - 58 Environmental Pollution Measures
  - 60 Appropriate Waste Disposal and Development of a Circular Economy
  - 62 Biodiversity Conservation
  - 66 Water Resource Management
  - 69 TNFD-related Initiatives

## 78 Social

- 79 Safety**
  - 79 Governance and Strategy
  - 81 Risk Management
  - 82 Metrics and Targets
  - 85 Other Initiatives
- 87 Human Capital**
  - 87 Governance and Strategy
  - 90 Risk Management and Metrics and Targets
  - 91 Key Efforts to Make INPEX the Employer of Choice
- 103 Human Rights**
  - 103 Respect for Human Rights
  - 104 UK Modern Slavery Act Statement
  - 105 Response to Feedback from Stakeholders
  - 111 Human Rights Due Diligence
  - 116 Engagement with Indigenous Communities
  - 118 Contribution Activities in Various Countries
  - 125 Supply Chain Management

## 128 Governance

- 129 Corporate Governance**
- 140 Risk Management**
- 145 Initiatives for Emergency Response and BCP**
- 147 Tax Governance**
- 149 Initiatives Towards Promoting Compliance**

## 153 Performance Data

- 154 Environment**
- 159 Social**
- 166 Governance**
- 169 Independent Assurance Report**
- 172 External Evaluation**



# / Sustainability at INPEX

**4 Message from the President & CEO**

**5 Editorial Policy**

**6 Feature 1: INPEX Vision 2035**

**11 Feature 2: Materiality Assessment**

**14 Sustainability Management**

**14 Sustainability Structure**

**20 Energy Development Value Chain**

**22 Engagement with Stakeholders**

**24 Engagement with Industry Associations**

**27 Sustainability Material Issues: Targets and Achievements**

## / Message from the President & CEO



**We aim to enhance  
long-term corporate value  
and contribute to  
a sustainable future**

上田隆之

Representative Director, President & CEO

As the world continues to transition toward net-zero, we announced “INPEX Vision 2035,” our long-term strategy and mid-term business plan that lays out our aim to ensure the stable supply of lower-carbon energy and realize a responsible energy transition that is sustainable and mindful of the global environment, reflecting changes in the business environment.

The key to maintaining a stable energy supply is “safety,” which guarantees the well-being of our employees. In conducting our business operations, incidents such as fatal accidents, severe injuries and major leaks must never occur. “Zero major incidents” is one of our management goals, and we have established common safety objectives for all employees to achieve this. In 2024, we successfully achieved zero major incidents, which remains a key focus under INPEX Vision 2035, and we will continue to strengthen our safety measures moving forward.

Additionally, as part of our efforts to address climate change, we support the Paris Agreement. Under INPEX Vision 2035, we have set goals along two axes: the decarbonization of our business and contributing to a lower-carbon society. Regarding the former, we aim to achieve net-zero greenhouse gas (GHG) emissions from our operations by 2050, with an interim milestone target of reducing net carbon intensity by 60 percent or more relative to 2019 levels by 2035. To this end, we are targeting a 35 percent reduction in net carbon intensity by 2027, building on the achievement of our previous target of a 10 percent reduction (relative to 2019 levels). These milestones reflect our ongoing commitment to achieving net-zero by 2050.

In terms of the latter, we are working to reduce Scope 3 emissions across the value chain by collaborating with all relevant stakeholders. Additionally, through solutions such as carbon capture and storage (CCS) and the provision of clean, high-value-added power, we aim to generate 8.2 million tons of avoided emissions by 2035.

Lastly, beyond achieving zero major incidents and reducing GHG emissions, we are committed to addressing broader global environmental challenges. These include achieving net-zero deforestation in operational projects starting in 2025 or later, maintaining zero freshwater withdrawal in areas with high water stress, and maintaining a final landfill rate of 1 percent or less for drilling cuttings. Through these ongoing efforts, we are actively addressing global environmental issues.

Moving forward, INPEX remains dedicated to engaging in dialogue with stakeholders to address sustainability challenges. By doing so, we aim to enhance long-term corporate value and contribute to a sustainable future.

# / Editorial Policy

## About This Sustainability Report

INPEX uses its Integrated Report to assemble important information and report on its long-term value creation process and its environment, social, and governance (ESG) initiatives. This Sustainability Report consolidates various information related to sustainability and ESG also disclosed through our Integrated Report, website, and other publications. It refers to several reporting guidelines to centralize a broader range of non-financial information about the Company for the benefit of stakeholders, such as investors and NGOs.

## Period Covered

The report is prepared in accordance with the fiscal year-end and covers the period from January 1 to December 31, 2024, with certain sections including information from before or after this period.

## Scope

INPEX CORPORATION and its 73 consolidated subsidiaries (as of December 31, 2024)

(The terms “INPEX” and “the Company” in this report refer to INPEX CORPORATION and all its subsidiaries and affiliates, unless otherwise stated.)

## Performance Data

Numbers in tables may not sum due to rounding or numbers after decimal point.

## Publication Date

June 2025

(Previous report: June 2024, next report: June 2026)

## Reference Guidelines

- [GRI \(Global Reporting Initiative\) Standards](#)
- [Ipieca Sustainability reporting guidance for the oil and gas industry](#)
- [Task Force on Climate-related Financial Disclosures \(TCFD\)](#)
- [Task Force for Nature-related Financial Disclosures \(TNFD\)](#)
- [SASB \(Sustainability Accounting Standards Board\) Standards: Oil & Gas – Exploration & Production](#)

## Reports and Publications

Financial information and initiatives not included in this report are available on the following pages within the corporate website.

- [INPEX Vision 2035 – Realizing a Responsible Energy Transition.](#)
- [Integrated Report](#)
- [Financial results](#)
- [Consolidated financial statements](#)
- [Corporate Governance Report](#)
- [Basic Policies](#)

# Feature 1: INPEX Vision 2035

INPEX announced INPEX Vision 2035 – Realizing a Responsible Energy Transition in February 2025. INPEX Vision 2035 outlines our long-term strategy toward 2035, considering the latest shifts in the global energy landscape as well as the Company’s business environment. The vision also consists of our mid-term Business Plan that presents specific targets and a clear roadmap for the three-year period between 2025 and 2027. Our mission is to continue sustaining a stable supply of energy primarily through oil and natural gas, while steadily contributing toward the decarbonization of society. In alignment with the vision, we will respond to the energy demands of Japan and countries around the world while actively contributing to the transformation of the global energy landscape supporting the transition to net zero emissions by 2050.

Our initiatives for sustainability management over the period of the Long-term Strategy and Mid-term Business Plan toward 2035 are detailed below.

Please refer to the [INPEX Vision 2035](#) page of the INPEX website for details.

## What INPEX Aims to Achieve by 2035

### Pillar for Growth 1: Expand natural gas and LNG business

- Expand liquefaction capacity of the Ichthys LNG Project while maintaining safe and reliable operation
- Aim to achieve FID <sup>①</sup> for the Abadi LNG Project by 2027, with a target to start up by beginning of 2030s
- Strengthen LNG trading capabilities to achieve a more flexible supply
- Focus on exploration activities in high-potential areas where early monetization is possible

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

- Promote lower-carbon solutions by leveraging our capabilities and technical expertise
- Reduce GHG emissions by integrating CCS into our natural gas and LNG projects, and provide GHG emission reduction solutions and supply blue hydrogen to third parties

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

- Aim to expand our businesses in power-related fields as an integrated energy company
- Contribute to the development of a high-value-added power supply system by combining renewable energy with balancing power sources such as battery storage and cleaner gas-fired power generation <sup>②</sup>
- Explore opportunities to extract non-oil and natural gas subsurface resources that support the enhancement of energy supply system

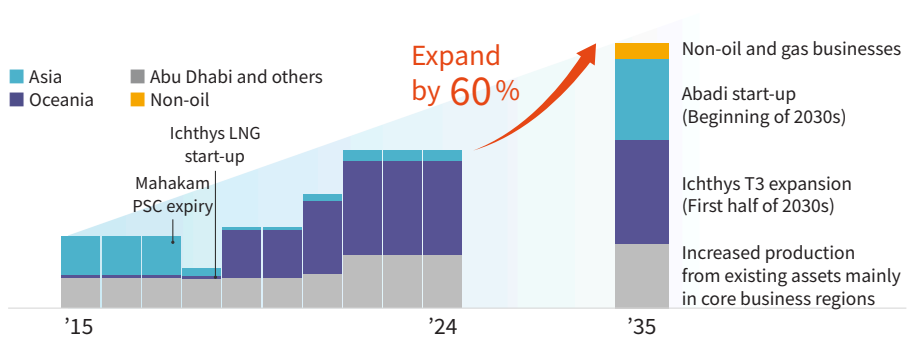
<sup>①</sup> Final investment decision

<sup>②</sup> Aim to reduce GHG emissions by integrating CCS with the co-firing or full combustion of blue hydrogen

Illustration of CFFO growth

### Grow business scale by 60%

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

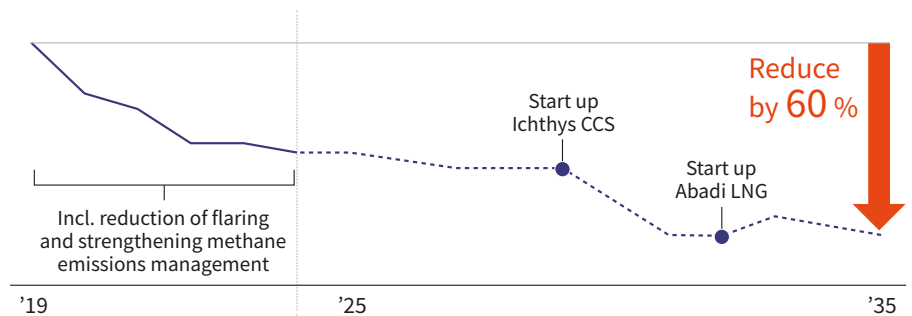


\* A preliminary estimate based on an assumption of a stable external business environment for both past and future (inflation rate of 2.3% applied for both costs and revenues from 2025 onwards)

Net carbon intensity outlook

### Reduce net carbon intensity by 60%

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.



\* 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.

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

Please refer to [Climate Change](#) for details on our specific efforts to achieve carbon intensity targets.

## Specific Efforts

### Strengthening HSE (Health, Safety and Environment) efforts

We are committed to achieving zero major incidents<sup>3</sup> and reducing GHG emissions, while also actively addressing other global environmental issues.

#### Continue operations with zero major incidents



**We will maintain zero major incidents** by strictly complying with the Life-saving Rules and by fostering active dialogues between our leaders and employees at each site

- Strengthen efforts to reduce Company-wide incidents
- Enhance Company-wide process safety management<sup>4</sup>
- Establish and implement HSE management in all business areas
- Enhance HSE communication under management leadership

Please refer to [Safety](#) for details on our specific efforts to achieve our targets.

#### Achieve environmental commitments



We will address **global environmental issues beyond GHG reduction**

- Achieve net zero deforestation in operational projects starting in 2025 or later
- Implement 100% of planned biodiversity conservation activities
- Maintain zero freshwater withdrawal in high water stress<sup>5</sup> areas
- Maintain a final landfill rate of 1% or less for drilling cuttings
- Maintain recovery rate of 70% or more of waste generated by regular operations

Please refer to [Biodiversity Conservation and Environmental Pollution Measures](#) for details on our specific efforts to achieve our targets.

<sup>3</sup> Fatalities, serious injuries, and major leaks occurring in operator projects

<sup>4</sup> Disciplined framework to implement good design principles, engineering, operation, and maintenance for prevention and control of events that have the potential to release materials and energy, potentially leading to major incidents such as hazardous material release or fire/explosion

<sup>5</sup> A state of limited availability of freshwater as defined by the World Resources Institute

## Strengthening foundation to drive productivity

As two key drivers for enhancing productivity, we will strengthen workforce performance and fully leverage digital technology.

### Strengthen workforce performance



We will enhance quality and work efficiency by becoming an employer of choice and creating a most rewarding workplace.

#### Employer of choice

- Provide practical growth opportunities
- Achieve a competitive level of compensation

#### Environment where talent thrives – a most rewarding workplace

- Optimize organizational structure and workforce allocation
- Enhance motivation through a fair performance assessment system
- Foster a culture of continuous challenge and innovation
  - ✓ Create an environment where diverse talent can work vibrantly
  - ✓ Strengthen leadership skills among line managers who drive the organization
  - ✓ Develop individuals who embrace challenges without fear of failure by balancing psychological well-being with suitable performance expectations

Please refer to [Human Capital](#) for details on our specific efforts.

### Maximize the strategic use of digital technology

We will make full use of digital technologies and AI across all fields to enhance productivity, while ensuring information security.

#### Operational optimization through digital transformation

- Drive operational optimization and automation and enhance the safety and efficiency of plant maintenance to achieve higher operational uptime, cost optimization, and improved safety.
  - ✓ Leverage AI, digital twins, robotics, and mobile solutions for operational optimization, automate GHG monitoring and aggregation, and create effective maintenance plans based on data-driven insights.

#### Productivity enhancement and acquired knowledge

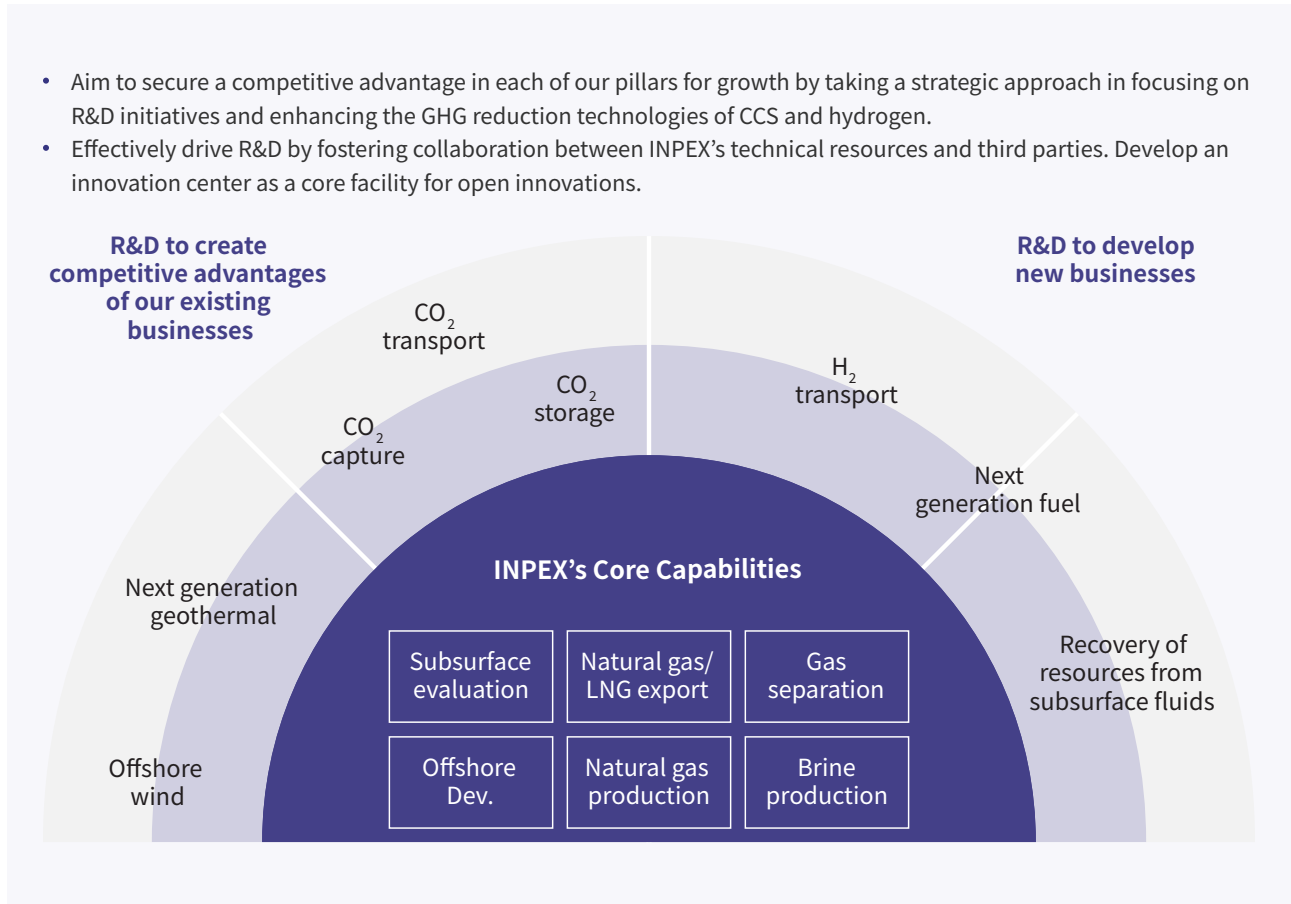
- Reduce task burden in favor of thought and creativity
  - ✓ Enhance the speed and accuracy of subsurface assessments, investment assessments, and financial analyses.
- Maximize use of acquired knowledge and technical expertise through digital technology
  - ✓ Apply AI technologies to the vast amount of data and expertise accumulated within the Company, to enhance our decision-making process

Please refer to the [‘DX Activities’](#) section of our corporate website for detailed information on our DX efforts.

## Acquiring competitive advantages through strategic research and development

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

- Aim to secure a competitive advantage in each of our pillars for growth by taking a strategic approach in focusing on R&D initiatives and enhancing the GHG reduction technologies of CCS and hydrogen.
- Effectively drive R&D by fostering collaboration between INPEX’s technical resources and third parties. Develop an innovation center as a core facility for open innovations.



## Feature 2: Materiality Assessment

INPEX's basic approach to sustainability management is to promote both a stable supply of energy and energy transition initiatives, while addressing climate change and other sustainability issues through its business and value chains. Following this approach, we conduct sustainability management focusing on the sustainability-related materiality of greatest importance to us and our stakeholders.

We identified our materiality by considering the financial effects the environment and society had on us, and our impacts on the environment and society. To achieve this, we assessed sustainability-related risks and opportunities that affected anticipated financial effects in terms of the likelihood and magnitude of the financial effects. We also assessed the impacts of our business on the environment and society in terms of the likelihood and severity of the impacts.

### Materiality Assessment Process

To identify materiality for the Company, we assessed all materiality through workshops with external experts and interviews with external and internal stakeholders. The assessment process is detailed below.



#### Understanding of the INPEX value chain and businesses

We gained deeper insight from our company's value chain and stakeholders through the following publications and internal documents.

- Annual Securities Report
- Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
- INPEX Vision 2035
- Results of past materiality assessments
- Basic policies
- Results of human rights due diligence assessments
- Results of stakeholder engagement



#### Identification of the topic list

We have extracted potential issues relevant to our company, referencing various reporting guidelines below, and have created a list of topics.

- GRI (Global Reporting Initiative) Standards
- European Sustainability Reporting Standards (ESRS)
- SASB (Sustainability Accounting Standards Board) Standards: Oil & Gas – Exploration & Production
- International Sustainability Standards Board (ISSB)
- Sustainability Standards Board of Japan (SSBJ)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Task Force on Nature-related Financial Disclosures (TNFD)
- Ipieca Sustainability reporting guidance for the oil and gas industry
- Disclosure Documents from Other Companies in the Same Industry



### Definition of IRO

We compared each issue against our value chain and businesses, and defined impacts, risks, and opportunities (IRO) that could occur over the short, mid and long terms.



### Setting of assessment criteria and scoring

We identified our materiality while considering the financial effects the environment and society had on us, and our impacts on the environment and society. We assessed sustainability-related risks and opportunities that affected our financial effects in terms of the likelihood and magnitude of the financial effects (monetary, reputation, etc.). We also assessed the impacts of our business on the environment and society in terms of the likelihood and severity of the impacts (scale, scope, and irremediability).

We set the likelihood assessment axis with reference to country-specific and business-specific ratings, including the past numbers of incidents by ourselves and other companies in the same industry.



### Engagement with stakeholders

We conducted surveys and interviews with internal and external stakeholders to confirm their expectations and concerns related to issues we should address. Stakeholders include officers, employees, investors, and other companies in the same industry.

As a result, we found that our internal assessment of our sustainability issues and the viewpoint of external stakeholders are aligned.



### Identification of priority issues

Based on scores calculated through 'Setting Assessment Criteria and Scoring', we conducted mapping and identified our materiality as the sustainability issues we need to address as a priority. Our materiality were assessed by each department in accordance with our risk management process, and discussed by the Sustainability Working Group.



### Management review

Our materiality were resolved by the Sustainability Committee and Executive Committee, as the main committees within our sustainability promotion structure, and then reported to the Board of Directors.

# INPEX’s Materiality



Of our materiality, we selected Climate Change, Safety, and Human Capital as financial materiality due to the significant financial effects the environment and society have had on us.

We revise our materiality every year.

## Message from the Officer in Charge

This year, we once again identified our materiality by considering the financial effects the environment and society have on us, as well as our impact on them.

We identified six materiality: Climate Change, Safety, Human Capital, Human Rights, Biodiversity and Environmental Pollution Measures. Of these, we assessed Climate Change, Safety, and Human Capital as having major financial effects on us. Therefore, we disclosed these three as financial materiality in the annual Consolidated Financial Statements. This allowed us to explain to stakeholders, in a more detailed and reliable way, the financial effects the environment and society have had on our business activities.



**Toshiaki Takimoto**  
Director, Senior Managing Executive Officer, and Executive Vice President in charge of the Corporate Strategy & Planning Division

Regarding our environmental initiatives, we recognize that, in addition to addressing climate change, conserving biodiversity and managing blowouts and oil spills – despite their unlikely occurrence – are major issues due to the nature of our business. Consequently, we have identified Environmental Pollution Measures as one of our key materiality and plan to continue enhancing our efforts in this area.

From the perspective of the impact our business has on society, it is important we enhance our human rights initiatives. Since last year, we have been working on these initiatives, and this year, upon identifying further human rights issues, we expanded our survey to include not only our oil and natural gas business but also our renewable energy business. We also broadened the scope to include suppliers alongside our project partners. We plan to consider and monitor mitigation measures for the identified issues.

We will continue to sustainably develop, produce, and supply energy as part of our sustainability management, with a focus on this identified materiality.

# Sustainability Management

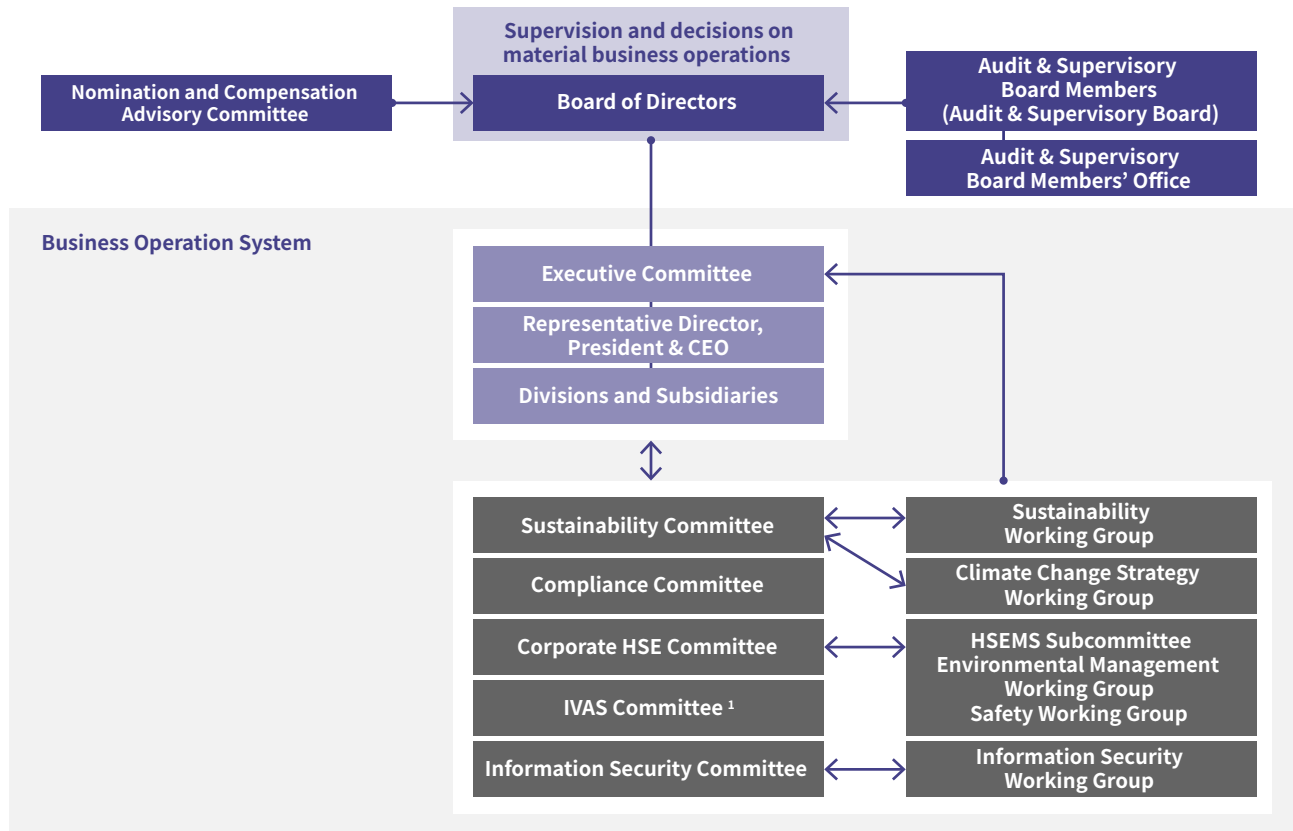
## Sustainability Structure

INPEX’s basic approach to sustainability management is to promote both a stable supply of energy and energy transition initiatives, while addressing climate change and other sustainability issues through its business and value chains. Following this approach, we engage in sustainability management focusing on the sustainability-related materiality of greatest importance to us and our stakeholders.

### Governance

#### Organizational Structure

Our governance structure for promoting sustainability is detailed below.



1 The INPEX Value Assurance System (IVAS) Committee supports our decision-making process related to project promotion and value enhancement.

## Board oversight

With skills in sustainability, our Board of Directors acts in the role of supervisory authority for sustainability-related risks and opportunities. Please refer to the Board member's Skill Matrix in Corporate Governance for details. To improve the level of knowledge among members of the Board, we provide lectures and meetings to exchange ideas with external experts to deepen their knowledge of global trends and issues in sustainability.

## Management accountabilities

### Executive Committee

From the viewpoint of expediting decision-making with respect to business execution decisions, including those related to sustainability, we have established the Executive Committee to facilitate agile decision-making for matters that are not required to be resolved by the Board of Directors and to hold discussions that can contribute to decision-making by the Board. Executive Committee meetings are held once a week and as necessary. The Committee is composed of full-time Directors, Executive Officers who are Senior Vice Presidents of various divisions, and other Executive Officers who are deemed necessary by the Committee Chair and appointed by resolution of the Committee. The Committee is chaired by the Representative Director, President & CEO.

### Representative Director, President & CEO, divisions, and subsidiaries.

The Representative Director, President & CEO represents the Company and is responsible for business execution, including sustainability. Executive Officers, as either Senior Vice Presidents or officers in charge, execute business for the specific divisions and subsidiaries to which they are appointed. Each business executive appointed to specific divisions and subsidiaries manages the progress of measures and initiatives for sustainability and reports the results to the Executive Committee.

### Sustainability Committee

We established the Sustainability Committee to fulfill the INPEX Group's social responsibilities and promote initiatives that contribute to the sustainable development of society. Chaired by the Representative Director, President & CEO, the Committee comprises the Representative Director; Senior Vice President, General Administration Division; Senior Vice President, Corporate Strategy & Planning Division; Chair of the Compliance Committee; and Chair of the Corporate HSE Committee. The Committee deliberates on basic policies regarding sustainability and material issues related to sustainability implementation. Under the Committee, we have established a Sustainability Working Group and Climate Change Strategy Working Group, which comprise operational-level members from various divisions to support Group-wide, cross-sectional consultation.

## Matters Resolved, Deliberated, and Reported at Meetings of the Board of Directors, Executive Committee, and Sustainability Committee in FY2024

The Sustainability Committee discusses the following and other matters continually and systematically to promote consistent Group-wide sustainability management. Matters discussed by the Committee are also resolved and reported by the Executive Committee and Board of Directors. In FY2024, the Sustainability Committee met two times and sustainability was discussed at 13 of the 15 meetings of the Board of Directors.

- Formulation of action plans for sustainability management
- Determination of our initiatives and future matters for consideration based on the Corporate Position on Climate Change
- Assessment of climate change-related risks and opportunities
- Review of our materiality
- Survey report on enhancing human rights management
- Plan of social contribution activities

## Other Committees Related to Business Execution

In addition to the Sustainability Committee, we have established the Compliance Committee, Corporate HSE Committee, Information Security Committee, and INPEX Value Assurance System (IVAS) Committee to promote various measures. Overviews of each committee and the activities they conducted in FY2024 are detailed below.

### 1. Compliance Committee

The Compliance Committee was established to promote consistent compliance initiatives across the Group. Chaired by the Director in charge of compliance, the Committee comprises the Senior Vice Presidents and officers of the standing organizational units. The Committee formulates and monitors implementation of basic compliance-related policies and measures for the Group, formulates annual action plans, and resolves material matters, while also managing the implementation status of compliance activities. The Committee met three times in FY2024. Furthermore, to ensure coordination between the Committee and the workplace, compliance promotion personnel and managers are assigned to each workplace. The Compliance Unit, which serves as the secretariat of the Committee, regularly holds liaison meetings with compliance promotion personnel to enhance and solidify their understanding and awareness of compliance.

### 2. Corporate HSE Committee

In accordance with the HSE <sup>①</sup> Management System (HSEMS) regulations, the Corporate HSE Committee was established to promote occupational health and safety and environmental initiatives. The Corporate HSE Committee, chaired by the Director in charge of HSE, comprises the Senior Vice Presidents and officers of the standing organizational units and deliberates on policies and material matters related to HSE. Material matters deliberated by the Committee are resolved by the Executive Committee and then resolved or reported by the Board of Directors. The Committee met four times this fiscal year to resolve and report on HSE objectives, analysis of trends in major incidents and injury-causing incidents in the previous fiscal year, and HSE performance and other matters for the first half of this fiscal year. The Committee deliberates on mid-term plans, annual objectives, and annual programs for HSE to be addressed by the Group as a whole; understanding and assessment of the situation through HSE audits; and maintenance, review, and improvement of the HSEMS. The officer in charge of HSE also ensures the necessary corrective and review actions are reflected in HSE objectives, programs, and other initiatives for the following fiscal year.

In FY2024, the Environmental Management Working Group met two or three times at each operational organization to discuss responses to the TNFD <sup>②</sup> and treatment of waste. The Safety Working Group was also established in 2025 to discuss safety-related issues across the Group and improve safety performance. Meetings and workshops are planned to identify Group-wide issues.

<sup>①</sup> Health, safety, and environment

<sup>②</sup> Task force on Nature-related Financial Disclosures

### 3. Information Security Committee

The Information Security Committee was established to consider and make decisions regarding measures necessary for maintaining, managing, and strengthening information security. The Committee, chaired by the Senior Vice President of Technical Headquarters, deliberates on basic policies and material matters related to information security, and manages our response to information security incidents and recurrence prevention measures. The Committee met twice in FY2024.

### 4. IVAS Committee

The INPEX Value Assurance System (IVAS) Committee was established to confirm the status of preparations at important milestones of major projects in which we participate, and to contribute to our decision-making process for promoting and improving the value of the projects. Chaired by the Senior Vice President of Technical Headquarters, the Committee engages in organization-wide activities such as acquiring new projects, performing technical assessments and other matters in every phase of existing projects, including exploration, assessment, and development.

## Compensation

In FY2022, we revised our compensation system for all Directors, including the Representative Director but excluding Outside Directors. As part of this revision, we adopted net carbon intensity as a KPI for stock-based compensation and safety metrics (zero major incidents) as a KPI for bonuses. Details of the management metrics are as follows.

Bonus KPIs		Evaluation weight
Financial metrics	Net income	45%
	Cash flows from operating activities before exploration	45%
Non-financial metrics	Safety metrics (zero major incidents)	10%
Stock-based compensation KPIs		Evaluation weight
Financial metrics	Net income	30%
	Cash flows from operating activities before exploration	30%
	ROE	10%
	ROIC	10%
	Total payout ratio	10%
Non-financial metric	Net carbon intensity	10%

## Strategy

We defined our Sustainability Principles, based on our Mission, and identified the sustainability-related materiality of greatest importance to us and our stakeholders. We identified our materiality while considering the financial effects the environment and society had on us, and our impacts on the environment and society. We reviewed this list again in FY2024 and selected Climate Change, Safety, Human Capital, Human Rights, Biodiversity, and Environmental Pollution as our materiality. Of these, we selected Climate Change, Safety, and Human Capital as financial materiality due to the significant financial effects the environment and society have had on us. We also established action plans for priority issues of each materiality, incorporated these plans into the PDCA cycle of each department, and we are working toward continuous improvement.

### Materiality Identification Process

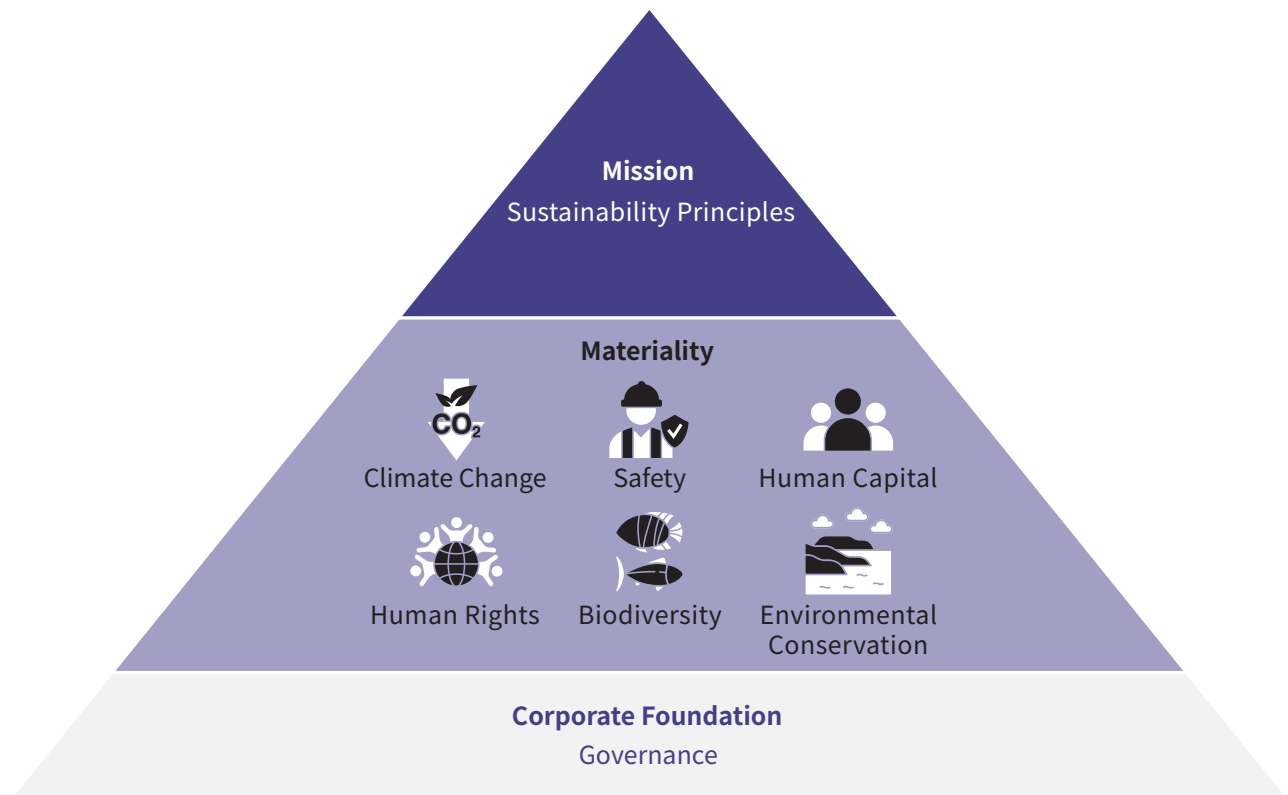
We identified our materiality by considering the financial effects the environment and society had on us, and our impacts on the environment and society. To achieve this, we assessed sustainability-related risks and opportunities that affected anticipated financial effects in terms of the likelihood and magnitude of the financial effects. We also assessed the impacts of our business on the environment and society in terms of the likelihood and severity of the impacts. We conducted a survey among all our officers and employees, and other companies in the same industry, to establish a list of potential materiality. Our financial materiality was then resolved by the Sustainability Committee and Executive Committee and reported to the Board of Directors.

Please refer to Feature 2: Materiality for details on our materiality assessment process.

### INPEX’s Materiality and Action Plans

In line with INPEX Vision 2035, we have established our materiality and action plans as detailed below. We also incorporated the plans into our PDCA cycles to enable improvement.

### Materiality



## Action Plans

Materiality	Action Plans
<u>Climate Change</u>	<ul style="list-style-type: none"> <li>• Achievement of targets for addressing climate change</li> <li>• Expansion of natural gas and LNG business</li> <li>• Implementation of lower-carbon solutions</li> <li>• Expansion of businesses in power-related fields</li> </ul>
<u>Safety</u>	<ul style="list-style-type: none"> <li>• Prevention of major incidents</li> <li>• Securing of occupational health and safety</li> </ul>
<u>Human Capital</u>	<ul style="list-style-type: none"> <li>• Enhancement of engagement and promotion of DE&amp;I</li> </ul>
<u>Human Rights</u>	<ul style="list-style-type: none"> <li>• Respect for human rights</li> <li>• Coexistence with, and development of, local communities (indigenous peoples)</li> <li>• Supply chain risk management</li> </ul>
<u>Biodiversity</u>	<ul style="list-style-type: none"> <li>• Biodiversity conservation</li> </ul>
<u>Environmental Pollution Measures</u>	<ul style="list-style-type: none"> <li>• Implementation of environmental pollution measures</li> </ul>

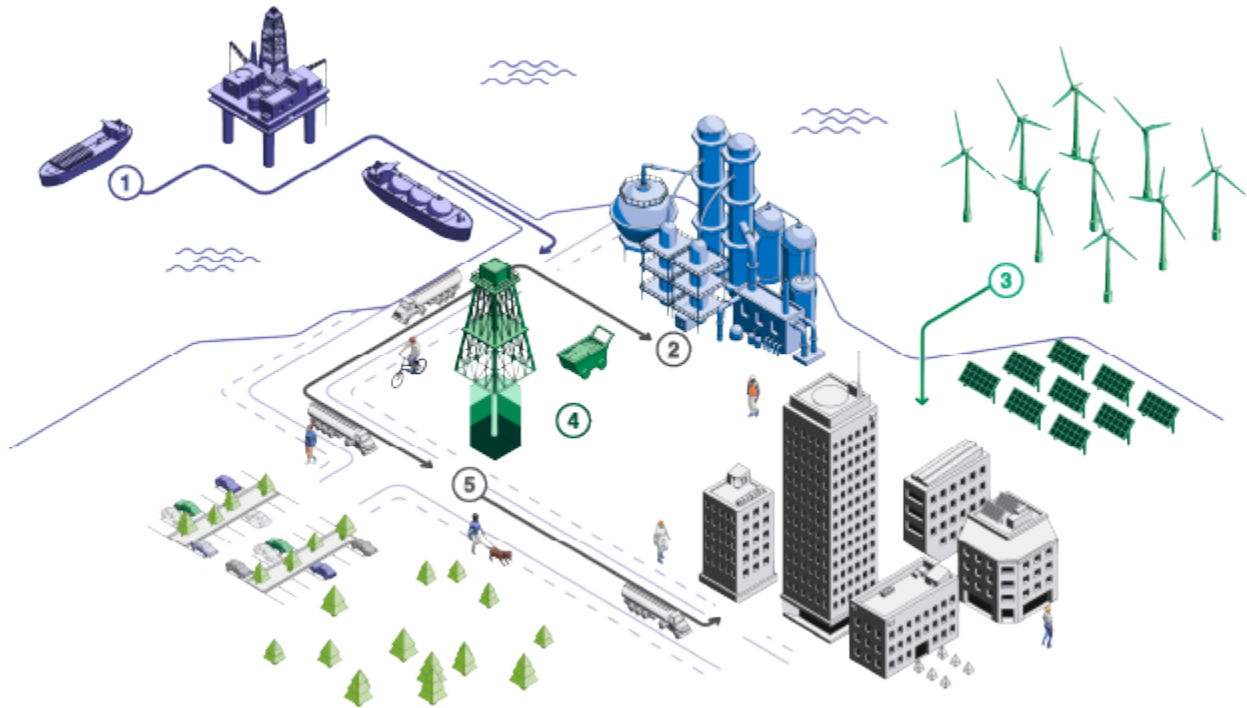
Company management, decision-making, and risk management are very material elements of governance. We also consider a strong governance structure to be a material element for supporting our materiality initiatives and realizing sustainable growth for the Company.

For this reason, we established three action plans – improvement of our corporate governance structure, improvement of our risk management structure, and compliance with laws and prevention of bribery and corruption – as specific initiatives for maintaining and enhancing our governance structure.

## Risk Management, Metrics, and Targets

We strive to continuously improve our risk management structure, which is designed to appropriately identify and manage the risks associated with our business operations, including sustainability-related risks. We have established a structure to prevent, or otherwise mitigate, adverse impacts. This helps us to maintain and reinforce the trust of our customers, business partners, investors, and other stakeholders, and maximize our corporate value. Please refer to our Risk Management Structure in the section on Governance for details on our risk management process. Please also refer to the explanations of each materiality for details on individual risk management, metrics and targets.

# Energy Development Value Chain



## 1 Oil and Natural Gas Business

Efforts to expand the natural gas and LNG business

## 2 Lower-carbon Business (CCS, Hydrogen)

- Reduce GHG emissions by integrating CCS into our natural gas/LNG projects
- Provide GHG reduction solutions and supply blue hydrogen to third parties

## 3 Power-related Business

- Supply of clean power, including renewable energy (geothermal, wind, solar)
- Development and ownership of renewable energy, which needs support for fluctuations in output, and balancing power sources (gas-fired power, batteries, etc.)

## 4 Development of non-oil and gas resources

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

## 5 Transportation and Sales

Transportation and sales of our products

## 1 Oil and Natural Gas Business

### Key Stakeholders

- Oil and gas producing countries
- Project partners
- Contractors, suppliers
- Local communities, indigenous peoples
- NGOs/NPOs
- Employees

### Key Sustainability Activities

- Environmental and social impact assessment, and acquisition of environmental approval
- Consideration of safety and potential impacts on the environment and society in business operations
- Communication with stakeholders in local communities, and briefings for residents (if required)
- Fair and impartial procurement of materials and equipment
- Local employment
- Respect for human rights
- Use of clean energy
- Management of GHG emissions
- Management of occupational health and safety for all employees and contractors

## 2 Lower-carbon Business (CCS, Hydrogen)

### Key Stakeholders

- Oil and gas producing countries
- Project partners
- Contractors, suppliers
- Local communities, indigenous peoples
- NGOs/NPOs
- Employees

### Key Sustainability Activities

- Environmental and social impact assessment, and acquisition of environmental approval
- Consideration of safety and potential impacts on the environment and society in business operations
- Communication with stakeholders in local communities, and briefings for residents (if required)
- Fair and impartial procurement of materials and equipment
- Local employment
- Respect for human rights
- Use of clean energy
- Reduction of GHG emissions through CCS
- Management of occupational health and safety for all employees and contractors

## 3 Power-related Business

### Key Stakeholders

- Oil and gas producing countries
- Project partners
- Contractors, suppliers
- Local communities, indigenous peoples
- NGOs/NPOs
- Employees

### Key Sustainability Activities

- Environmental and social impact assessment, and acquisition of environmental approval
- Consideration of safety and potential impacts on the environment and society in business operations
- Communication with stakeholders in local communities, and briefings for residents (if required)
- Fair and impartial procurement of materials and equipment
- Local employment
- Respect for human rights
- Use of clean energy
- Management of GHG emissions
- Management of occupational health and safety for all employees and contractors

## 4 Development of non-oil and gas resources

### Key Stakeholders

- Oil and gas producing countries
- Project partners
- Contractors, suppliers
- Local communities, indigenous peoples
- NGOs/NPOs
- Employees

### Key Sustainability Activities

- Environmental and social impact assessment, and acquisition of environmental approval
- Consideration of safety and potential impacts on the environment and society in business operations
- Communication with stakeholders in local communities, and briefings for residents (if required)
- Fair and impartial procurement of materials and equipment
- Local employment
- Respect for human rights
- Use of clean energy
- Management of GHG emissions
- Management of occupational health and safety for all employees and contractors

## 5 Transportation and Sales

### Key Stakeholders

- Contractors
- Local communities
- NGOs/NPOs
- Customers
- Employees

### Key Sustainability Activities

- Stable and efficient supply of energy
- Management of product quality and safety
- Management of safety and consideration of potential impacts on the environment and society in the transportation phase
- Dialogue with customers and consumers
- Use of clean energy
- Management of GHG emissions
- Management of occupational health and safety for all employees and contractors

# Engagement with Stakeholders



## Project Partners

### Engagement Approach

- Regular meetings
- Regular communication

### Key Engagement in FY2024

- Participation in operating committees, technical committees, and subcommittees for project decision making
- Discussions with operators for cost reduction
- Prevention of major incidents
- Conducting human rights surveys

### Expectations/Requirements from Stakeholders

- Compliance with laws and prevention of bribery and corruption
- Management of business activity risks
- Respect for human rights



## Contractors and Suppliers

### Engagement Approach

- Tender and prequalification briefings
- Supplier self-assessment surveys
- Regular meetings
- HSE audits
- CSR audits
- Supplier Forum

### Key Engagement in FY2024

- Provision of fair, equitable, and transparent participation opportunities for prospective suppliers
- Annual INPEX HSE Awards
- Strengthening of supply chain management (implementation of supplier self-assessment survey for major suppliers and contractors in Japan)
- Implementation of CSR audits to suppliers (including on-site inspections)
- Holding of Supplier Forum (explanation of Supplier Code of Conduct Guidelines, implementation of human rights training, etc.)
- Implementation of human rights surveys

### Expectations/Requirements from Stakeholders

- Improvement of our risk management structure
- Compliance with laws and prevention of bribery and corruption
- Supply chain environmental and social due diligence
- Prevention of major incidents
- Securing of occupational health and safety
- Respect for human rights



## Customers

### Engagement Approach

- Establishment of designated contact points
- Provision of product information
- Identification of customer needs at service stations

### Key Engagement in FY2024

- Provision of product safe handling information (SDS)
- Improvement of service station operations based on customer needs analysis

### Expectations/Requirements from Stakeholders

- Compliance with laws and prevention of bribery and corruption
- Development and transition of clean energy



## Shareholders and Investors

### Engagement Approach

- General Meeting of Shareholders, financial result briefings (biannual, February and August), IR meetings (352 times a year, including 7 ESG discussions), briefings for individual investors, Investor Day
- Timely, appropriate, and fair information disclosure through the corporate website and content updates

### Key Engagement in FY2024

- General Meeting of Shareholders, financial result briefings (biannual, February and August), IR Meetings (352 times a year, including 7 ESG discussions), briefings for individual investors, Investor Day
- Timely, appropriate, and fair information disclosure through the corporate website and content updates

### Expectations/Requirements from Stakeholders

- Strengthening of our governance structure
- Strengthening of our risk management structure
- Strengthening of climate-related risk management



## Local Communities and Indigenous Peoples

### Engagement Approach

- Environmental and social impact assessment
- Community briefings
- Various pamphlets, mass media, social media, websites
- Social contribution activities

### Key Engagement in FY2024

- Social contribution activities in response to local community needs (total expenditure: about 3.4 billion yen)
- Response to community feedback in Japan and overseas
- Activities in accordance with the Reconciliation Action Plan (RAP) with Aboriginal and Torres Strait Islander peoples in Australia
- Presentations and lessons for junior high school and technical college students in Japan

### Expectations/Requirements from Stakeholders

- Respect for human rights
- Proper management of water and biodiversity conservation
- Implementation of assessments of impacts on local communities and indigenous peoples and measures to reduce impacts
- Contribution to local economies

 **NGOs/NPOs**

**Engagement Approach**

- Information gathering to respond to global social issues
- Roundtable discussions

**Key Engagement in FY2024**

- Engagement with NGOs/NPOs
- Support for NGOs/NPOs through employee fundraising activities
- Collaboration with and support for NGOs/NPOs through our social contribution activities

**Expectations/Requirements from Stakeholders**

- Respect for human rights
- Contribution to local economies
- Development and transition of clean energy
- Strengthening of climate-related risk management
- Collaboration with NGO/NPO

 **Employees**

**Engagement Approach**

- Meetings with managers
- Consultation between labor and management
- Various training and study abroad programs
- Internal magazines and newsletters
- Various recognitions/awards

**Key Engagement in FY2024**

- Communication from senior management via Message from the President & CEO
- Dialogue with management via Open Offices (President & CEO, Senior Executive Vice Presidents, Senior Vice Presidents)
- One-on-one meetings with supervisors
- Regular engagement with labor unions
- Various training programs (averaging 47.8 hours training/person)
- Timely update of internal online magazines (2 or 3 times/week)
- Publication of compliance newsletter (12 issues)
- Publication of information security newsletter (13 issues)
- INPEX HSE Awards, INPEX Paper Award
- Senior Vice President / General Manager Awards

**Expectations/Requirements from Stakeholders**

- Securing of occupational health and safety
- Human resource development and raising employee motivation
- Promotion of diversity
- Respect for human rights

 **Oil and Gas Producing Countries**

**Engagement Approach**

- Communication at each project phase (tender, development plan approval process, development, production, decommissioning)

**Key Engagement in FY2024**

- Close communication with oil and gas producing countries aligned with project progress / management
- Prevention of corruption and improvement of transparency in oil and gas producing countries through support for EITI

**Expectations/Requirements from Stakeholders**

- Compliance with laws and prevention of bribery and corruption
- Prevention of major incidents
- Contribution to local economies
- Development and transition of clean energy

## Engagement with Industry Associations

To support our business and sustainability objectives (including achievement of net zero emission), INPEX is a member of the International Association of Oil & Gas Producers (IOGP), Australian Energy Producers, Ipieca, and other international associations addressing environmental and social issues in the energy business. Through participation in these associations, we aim to continuously improve our business practices, as well as social performance, including governance, environmental, economic, and safety performance. Aligned with our own Corporate Position on Climate Change, each of these associations is positioned to support energy transition consistent with the goals of the Paris Agreement. Within Japan, we are members of the Japan Energy Resources Development Association, the Japan Natural Gas Association, and Japan Gas Association to ensure the sound development of the industry and a stable energy supply. Our industry association memberships further support our efforts to build sound and constructive relationships with governments and administrative authorities by presenting a collective voice on material matters within the energy industry. In the FY2024, we paid a total of 422 million yen in membership fees on a consolidated basis. Examples of the industry associations in which we participates are as follows.

### United Nations Global Compact

We have been a signatory to the United Nations Global Compact since 2011 and have declared our support for its Ten Principles in the areas of human rights, labor, the environment, and anti-corruption. Since 2012, we have been participating in activities of the various sustainability-related subcommittees set up by the Global Compact Network Japan.



### IOGP

The International Association of Oil & Gas Producers (IOGP) is an international industry association representing the world’s main oil and gas companies, and related organizations. Its principle objectives are to promote greater sustainability and safety of oil and gas production activities. IOGP conducts a range of activities that include formulating best industry practices, sharing technologies, and addressing material issues such as environmental protection and occupational safety. Furthermore, it regularly issues activity reports on the progress of initiatives to address climate change issues, including GHG emissions. We monitor health and safety, using IOGP as a benchmark, to compare our labor standards against industry standards.



### Australian Energy Producers

Australian Energy Producers is an industry association representing the energy sector in Australia. It engages in policy and regulatory development related to the Paris Agreement, supporting efforts by the oil, gas, and LNG sectors to reduce GHG emissions and transition to clean energy.



### Ipieca

Ipieca is an international industry association representing companies, organizations, and persons involved in the oil and gas industry. It provides guidance and resources for a range of environmental issues, including environmental protection, climate change, biodiversity, and water management. It also engages in collaborative activities, offering exemplary practice as guidelines, for promoting the role of the oil and gas industry in international environmental frameworks and in achieving the SDGs.



## EITI

The Extractive Industries Transparency Initiative (EITI) is an international initiative established to improve transparency and accountability in the resources extraction industry. It is operated by a partnership of governments, companies, civil society organizations, and international institutions. Our financial contributions by country are stated in the Performance Data.



## OGMP 2.0

We joined the Oil & Gas Methane Partnership 2.0 (OGMP 2.0), a reporting framework for methane reductions by oil and gas companies. OGMP 2.0 was established as an international reporting framework under the United Nations Environment Programme (UNEP), providing member companies with a framework for comprehensive, measurement-based reporting to promote methane reductions. By reporting methane emission reductions through the OGMP 2.0 framework, we are ensuring the accuracy and transparency of our methane emission reporting. We are also actively sharing technological innovation and information on specific initiatives with other member companies with the aim of measuring and reducing methane emissions.



## GX League

GX stands for “green transformation,” a concept for transforming the entire economic and social system to reduce emissions and increase industrial competitiveness. It perceives opportunities for economic growth in Japan’s goal of carbon neutrality by 2050 and its GHG emission reduction targets by 2030. We participated the GX League in April 2023, with the Ministry of Economy, Trade and Industry serving as the secretariat. Participating companies are required to establish targets for direct and indirect emissions in Japan, work to reduce emissions, and publicize their efforts. We have already disclosed our own transition strategy and vision to address climate change.



## Keidanren Initiative for Biodiversity Conservation

We joined the Keidanren Initiative for Biodiversity Conservation, which is led by the Keidanren Nature Conservation Council, in 2024. It consists of companies and organizations that support the principles of the Keidanren Declaration for Biodiversity and Guideline formulated by the Japan Business Federation (Keidanren) and the Keidanren Nature Conservation Council. We promote this initiative because we understand that conserving biodiversity is a material issue for the global environment.

## Japan Energy Resources Development Association

The Japan Energy Resources Development Association makes proposals and requests to government institutions and others on a wide range of issues, including energy policy, environmental policy, and regulatory reform, to strengthen the stability of oil and natural gas supply in Japan. It also works to reduce GHG emissions across the entire value chain through energy reduction measures at production facilities and the development of CCUS technologies. In this way, it aims to achieve carbon neutrality by 2050. It is also a member of Keidanren, where it has helped formulate the Keidanren Carbon Neutrality Action Plan, and Vision toward Carbon Neutrality by 2050. In line with this Action Plan, we regularly issue activity reports detailing our position on climate change and the progress of related initiatives.

## Keidanren

As a member of the Japan Business Federation (Keidanren), we uphold and implement the spirit of the federation's Charter of Corporate Behavior. We have also participated in Challenge Zero, with our methanation technologies and artificial photosynthetic chemical process listed as examples of our innovation challenges on the official website. Challenge Zero is a collaboration between Keidanren and the Japanese government to realize a decarbonized society as the long-term goal of the Paris Agreement, an international framework for climate change measures. This is a new initiative designed to provide a powerful voice and support, both in Japan and overseas, for the innovation challenges of companies and organizations.

## Japan Hydrogen Association

We have participated in the Japan Hydrogen Association a range of activities to support growth and expansion of the hydrogen industry. These activities include collaborating with governments, building partnerships in Japan and overseas, making government policy recommendations, and assisting in market development. We also share information and exchange opinions on the latest domestic and international trends in technologies and markets, and work to promote domestic and international collaborations to help realize a hydrogen society.



## CCS+ Initiative

We have participated in the CCS+ Initiative, which aims to develop an integrated carbon accounting infrastructure for CCUS under Verra's Verified Carbon Standard (VCS), the world's most widely used GHG crediting program. We share information and exchange opinions on measuring carbon intensity in the field of CCUS.



## CFAA / AEA

We have participated in the Clean Fuel Ammonia Association (CFAA) and Ammonia Energy Association (AEA). To build a value chain from supply to use of clean ammonia, we share information and exchange opinions on activities related to technology development and assessment, economic assessment, government policy recommendations, international collaboration, and the latest trends in technologies and markets in Japan and overseas.

## e-NG Coalition

We joined the e-NG Coalition, an international alliance that aims to promote the global use of e-methane, in January 2025. We aim to promote e-methane, establish a global market through the standardization of GHG emission measurement and certification criteria, strengthen cooperation among stakeholders involved in the value chain, promote innovative technologies, and advocate climate change policies.



## FLOWRA

We joined the Floating Offshore Wind Technology Research Association (FLOWRA) in July 2024. We aim to commercialize floating offshore wind power generation on a large-scale over a wide area through joint research and technical development with other member companies. We focus mainly on the themes of promoting development of technologies that underpin floating offshore wind power, and reducing associated costs and risks. We also engage in overseas collaborations and international standardization to promote technical development.

# Sustainability Material Issues: Targets and Achievements

## Environment



### Achievement of Targets for Addressing Climate Change

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Achieved a CDP Climate Change score of B</li> <li>Achieved net carbon intensity of 28 kg-CO<sub>2</sub>e/boe in FY2024</li> <li>Achieved methane emission intensity (methane emissions/natural gas production) of 0.05%</li> </ul>	<ul style="list-style-type: none"> <li>Reduce net carbon intensity (Scope 1 + Scope 2) by 35% versus 2019 levels</li> </ul>	<ul style="list-style-type: none"> <li>Achieve net zero in absolute emissions by 2050 (Scope 1 + Scope 2)</li> <li>Reduce net carbon intensity (Scope 1 + Scope 2) by 60% by FY2035</li> <li>Aim to contribute to reducing society’s emissions by about 8.2 million tons per year by FY2035 (our reduction contributions to society’s GHG emissions through our products and services)</li> <li>Achieve zero routine flaring by FY2030</li> <li>Maintain methane emission intensity (methane emissions/natural gas production) at the current low levels (about 0.1%)</li> </ul>

### Expansion of natural gas and LNG business

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<b>Australia</b> <ul style="list-style-type: none"> <li>Confirmed that Ichthys LNG has increased the capacity of the facility to produce 9.3 million tons per year. Also promoted lower-carbon operations by minimizing flaring and fuel gas emissions during production.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and enhance a safe and stable production structure of 9.3 million tons per year at Ichthys LNG through safe operations and improved facility utilization rates. Also continue promoting lower-carbon operations.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain safe and reliable operation and expand liquefaction capacity at the Ichthys LNG Project in Australia</li> </ul>
<b>Indonesia</b> <ul style="list-style-type: none"> <li>Conducted preparatory activities ahead of starting basic design work (FEED) (onshore/offshore geotechnical and geophysical surveys, FEED contractor tender, environmental approval applications, land procurement)</li> </ul>	<ul style="list-style-type: none"> <li>Continue necessary preparatory work to start production at the beginning of the 2030s</li> </ul>	<ul style="list-style-type: none"> <li>Start production at the Abadi LNG Project in Indonesia at the beginning of the 2030s</li> </ul>
<b>Abu Dhabi</b> <ul style="list-style-type: none"> <li>Expanded the supply of clean power to onshore oil fields. Worked with ADNOC to adopt clean power by also supplying offshore oil fields with onshore clean power.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to reduce flaring and adopt clean power at offshore facilities</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen LNG trading capabilities to achieve more flexible LNG supply</li> <li>Focus on exploration in high-potential areas where early monetization is possible</li> </ul>
<b>Norway</b> <ul style="list-style-type: none"> <li>Confirmed commercial-scale gas and oil at the PL636B (Cerisa) and PL090 (Rhombi) blocks. Started a development study.</li> <li>Conducted development studies for gas and oil discovery structure at Peon and South Flåm, etc.</li> <li>Continued to provide power from the Hywind Tampen floating wind farm to the Snorre oil field</li> </ul>	<ul style="list-style-type: none"> <li>Work to further reduce carbon emissions at Snorre and other existing production projects (use renewable energy for operational power, etc.)</li> <li>Conduct preparatory work for development and production at the South Flåm and Cerisa gas and oil fields (including lower-carbon measures)</li> <li>Discover new gas reserves through exploration activities, and acquire low-carbon oil and gas assets through M&amp;A activities</li> </ul>	

## Implementation of lower-carbon solutions

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<b>CCS</b>	<ul style="list-style-type: none"> <li>Conducted reservoir assessments, new 3D seismic data acquisition and processing work, and evaluation well drilling work, etc. at the G-7-AP GHG assessment block in Australia</li> <li>The Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Initiative Project, in which we participate, were adopted under the 2023 Survey on Implementation of Advanced CCS Projects commissioned by JOGMEC</li> <li>The Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Project, in which we participate, were adopted, and relevant studies were launched, under the 2024 Engineering Design Work for Advanced CCS Projects commissioned by JOGMEC</li> </ul>	<ul style="list-style-type: none"> <li>Make FID and move to EPC phase toward commercialization of the Bonaparte CCS Project at the G-7-AP GHG assessment block in Australia</li> <li>Conduct study into CCS adoption at the Wisting Oil Field development concept in the Barents Sea, Norway</li> <li>Conduct study toward commercialization of the Trudvang CCS Project in the North Sea, Norway</li> <li>Conduct pre-FEED and FEED work at Advanced CCS Projects in which we are involved in Japan and continue work toward commercialization</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to adoption of lower-carbon energy by leveraging developed organizational capabilities and existing technologies</li> <li>Reduce GHG emissions by combining CCS with natural gas and LNG projects in which we participate, and provide GHG emission reduction solutions and supply blue hydrogen to third parties</li> </ul>
<b>Hydrogen/ ammonia</b>	<ul style="list-style-type: none"> <li>Progressed, as planned, construction of aboveground facilities for the integrated demonstration testing of hydrogen and ammonia production and usage in Kashiwazaki City, Niigata Prefecture</li> <li>Completed the feasibility study for a blue hydrogen production project using our natural gas fields and existing infrastructure in Niigata Prefecture, and began basic design preparations toward commercialization</li> <li>Completed pre-FEED work for a large-scale, low-carbon ammonia production project at the Port of Houston, Texas</li> <li>Signed a joint study agreement for a green hydrogen project in southern Texas, and completed the feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>Conduct demonstration testing of blue hydrogen and ammonia in Kashiwazaki City, Niigata Prefecture, and methane technology demonstrations in Koshijihara, Niigata Prefecture, to enable operations to start in 2025/2026</li> <li>Conduct pre-FEED, FEED, and other work related to hydrogen and ammonia projects and continue work toward commercialization</li> </ul>	

## Expansion of Businesses in Power-related Fields

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Reached a FID on Quorn Park photovoltaic and battery energy storage system project in Australia through Potentia Energy (formerly EGPA)</li> <li>INPEX subsidiary INPEX Geothermal signed a memorandum of understanding with PLN Indonesia Power for a joint geothermal study in Indonesia</li> <li>Joined Floating Offshore Wind Technology Research Association (FLOWRA)</li> <li>Began work toward exploratory drilling related to geothermal power generation projects in Japan (Okuhida Onseno district of Takayama City, Gifu Prefecture, and Shibetsu Town, Hokkaido)</li> </ul>	<ul style="list-style-type: none"> <li>Secure and grow stable profits for Potential Energy</li> <li>Develop and expand capacity of in-house power supplies (expand existing projects, including extension of the Muara Laboh Geothermal Power Project in Indonesia, and acquire new projects)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to enhance profitability and expand renewable energy, as our major initiative in the power business, by focusing on core business regions and fields where we have technical capabilities</li> <li>Pursue business opportunities in cleaner gas-fired power generation, integrated with fuel supply through our existing gas pipeline networks, while exploring future possibilities for hydrogen co-firing/dedicated combustion and CCS implementation</li> <li>Maximize the value of power asset portfolio by optimizing the combination of renewable energy, which needs support for fluctuations in output, and balancing power sources (battery and gas-fired power)</li> <li>Expand development, production, and supply projects for the non-oil and natural gas subsurface mineral resources needed to support the energy supply system</li> <li>Provide opportunities for more efficient and cleaner energy supply for power-intensive industries such as data centers</li> </ul>
<ul style="list-style-type: none"> <li>Began examining power solution projects in each region with partners, including batteries and cleaner gas-fired power generation based on CCS, to promote advanced, lower-carbon energy systems</li> </ul>	<ul style="list-style-type: none"> <li>Develop and own balancing power sources (gas-fired power, batteries, etc.)</li> <li>Strengthen business foundations for power solutions (aggregation, power market trading, retail, etc.)</li> <li>Develop scenarios for expanding power solution projects in Japan by leveraging our strengths</li> <li>Implement major power solution project initiatives through expansion of partnerships, including initiatives under the comprehensive collaboration agreement with Hokuriku Electric Power</li> <li>Develop and demonstrate an Environmental Management System (EMS) with EMS operators</li> </ul>	
<ul style="list-style-type: none"> <li>Invested in EneCoat Technologies, a developer of perovskite solar cells, to enhance initiatives across our entire iodine supply chain</li> <li>Developed a raw material supply project concept for subsurface mineral resources, for which demand is likely to increase in the future</li> </ul>	<p>Launch new development, production, and supply projects for subsurface mineral resources</p> <ul style="list-style-type: none"> <li>Assess and consider geothermal and direct lithium extraction projects</li> <li>Formulate a growth strategy for increased profitability and business scale expansion for Chiba Prefecture projects (gas and iodine) in collaboration with the Tokyo Metropolitan Area CCS Project and integrated with upstream, midstream, and downstream processes</li> </ul>	

## Biodiversity Conservation

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Conducted nature readiness self-assessments and identified issues with our nature-related initiatives</li> <li>Conducted assessments based on TNFD’s LEAP approach and identified interfaces of our projects with nature, impacts and dependencies, and risks and opportunities</li> <li>Made a commitment to “Achieve net zero deforestation in operational projects starting in 2025 or later” as our quantitative target for biodiversity conservation</li> <li>Updated the database of protected areas for our project areas</li> </ul>	<ul style="list-style-type: none"> <li>Expand the scope of nature-related disclosures in line with the TNFD framework</li> <li>Steadily implement biodiversity conservation initiatives in our project areas</li> <li>Achieve net zero deforestation in operational projects</li> </ul>	<ul style="list-style-type: none"> <li>Steadily plan and implement biodiversity conservation initiatives based on the mitigation hierarchy</li> <li>Promote initiatives that contribute to realizing nature positivity</li> <li>Promote nature-related disclosures for our projects in line with the TNFD framework</li> </ul>

## Implementation of environmental pollution measures

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Implemented environmental pollution measures (air quality and wastewater), and planned and conducted environmental monitoring at each operational organization in accordance with the laws and regulations of countries in which we operate our projects, international standards, and good practices</li> <li>Conducted waste management at each operational organization in accordance with laws and regulations. Also conducted periodic inspections and audits of waste service providers.</li> <li>Developed and maintained rules and procedures to prevent incidents at the wells, pipelines, plants, and other assets of each operational organization. Also contracted with Oil Spill Response to establish and maintain a structure for responding to a large-scale oil spill.</li> </ul>	<ul style="list-style-type: none"> <li>Continue steady implementation of the initiatives to the left, and review as the situation changes</li> </ul>	<ul style="list-style-type: none"> <li>Continue steady implementation of the initiatives to the left, and review as the situation changes</li> </ul>

## Social



### Prevention of Major Incidents

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Maintained rate of zero major incidents</li> <li>Achieved Group-wide process safety management competency (developed necessary books and tools and rolled out the process safety fundamentals)</li> </ul>	<ul style="list-style-type: none"> <li>Optimize the process safety competency management framework for adoption by operational organizations</li> <li>Reestablish the minimum requirements for process safety management, including for the net zero businesses</li> </ul>	<ul style="list-style-type: none"> <li>Maintain rate of zero major incidents</li> <li>Clarify the required level of process safety competency and develop the necessary education and training materials</li> <li>Determine process safety management requirements in line with project purposes</li> </ul>

### Securing of Occupational Health and Safety

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>With LTIR of 0.45 and TRIR of 2.06, failed to meet both targets (LTIR: 0.28 and TRIR: 1.95)</li> <li>Conducted initiatives to prevent incidents through safety measures through awareness-raising activities for the Life-saving Rules based on incident trend analysis</li> <li>Demonstrated HSE leadership by conducting six management site visits and holding special seminars</li> <li>Strengthened health management by conducting a Group-wide survey of best practices for preventing mental health problems on a site-by-site basis, and reporting the results to the Health Management Committee</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with the Life-saving Rules and implement safety measures based on incident trend analysis</li> <li>Create a framework for planning and implementation in relation to common issues across all departments globally, and strengthen integrated Group-wide initiatives</li> <li>Comprehensively revise HSE procedures</li> <li>Promote HSE assurance activities through reviews and audits</li> <li>Promote Group-wide awareness-raising activities</li> <li>Enhance sharing of dedicated HSE information</li> </ul>	<ul style="list-style-type: none"> <li>Improve Group-wide safety awareness, and conduct integrated safety management including incident reduction initiatives</li> <li>Establish the foundations for smooth development and implementation of appropriate levels of HSE management in all new projects</li> <li>Regularly communicate messages on HSE from senior management to operating sites and elsewhere</li> </ul>

## Enhancement of Engagement and Promotion of DE&I

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<b>Global</b>	<ul style="list-style-type: none"> <li>Held a conference with past recipients of the Value Awards as part of efforts to promote INPEX Values</li> <li>Provided opportunities for overseas office employees to be assigned to our head office (six employees in total from Australia and Abu Dhabi)</li> </ul>	<ul style="list-style-type: none"> <li>Continue promoting INPEX Values (Value Awards Conference)</li> <li>Provide opportunities for overseas office employees to be assigned to our head office (expand the number of applicable overseas offices)</li> <li>Promote assignment of the right people to the right positions on a global level</li> </ul>	<ul style="list-style-type: none"> <li>Aim to enhance work quality and efficiency by becoming an employer of choice and creating a rewarding workplace</li> <li>Secure diverse human resources, including high-potential human resources and women in particular</li> <li>Cultivate a culture of support for individuals to take on challenges, and enhance the development of human resources to realize our growth strategy</li> <li>Develop a work environment that encourages a high level of engagement by diverse human resources</li> </ul>
<b>Japan</b>	<ul style="list-style-type: none"> <li>Established a task force to promote women's empowerment and promoted the development of work environments based on its recommendations</li> <li>Conducted regular pulse surveys to visualize organizational issues and employee awareness</li> <li>Implemented measures to improve the quality and amount of training, including expansion of the self-development support system, adoption of selective training, and offering assignments to our young employees for practical training at our offices and operational sites in Japan and overseas</li> </ul>	<ul style="list-style-type: none"> <li>Continue promoting specific measures in the area of human resources tied to the Human Resources Strategy</li> <li>Maintain and enhance competitive wages to secure high-potential human resources</li> <li>Expand training for employees to take on challenges and enhance development of organization leaders</li> <li>Further develop work environments that enable active participation of women and other diverse human resources</li> </ul>	

## Respect for Human Rights

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
	<ul style="list-style-type: none"> <li>Published respective FY2023 Statement Pursuant to the United Kingdom Modern Slavery Act 2015 and the INPEX Australia Modern Slavery Statement</li> <li>Disclosure of Transparency Act Due Diligence Report in response to Norway's Transparency Act</li> <li>Continued to conduct human rights training</li> <li>Worked with external human rights specialists to conduct human rights due diligence</li> <li>Identified our salient human rights issues and reported them to the Sustainability Committee</li> </ul>	<ul style="list-style-type: none"> <li>Conduct effectiveness evaluation of human rights due diligence and formulate action plans</li> <li>Continue to issue Statement Pursuant to the United Kingdom Modern Slavery Act 2015 and the INPEX Australia Modern Slavery Statement</li> <li>Continued Compliance with Norway's Transparency Act</li> <li>Continue to conduct human rights training</li> <li>Improve the methods used for risk assessments of significant suppliers and contractors (including with regard to human rights)</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with the laws and regulations of the areas in which we operate and with international norms</li> <li>Continue human rights due diligence</li> </ul>

## Coexistence with, and Development of, Local Communities (Indigenous Peoples)

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<b>Global</b>	<ul style="list-style-type: none"> <li>At our main sites, located in Japan, Australia, Indonesia, and Abu Dhabi, received feedback from local communities via diverse channels, including telephone, email, letter, and face-to-face dialogue with our office representatives, depending on the region and nature of our business</li> </ul>	<ul style="list-style-type: none"> <li>Maintain positive relationships with stakeholders through proactive and ongoing dialogue</li> <li>Continue to implement our social contribution strategy</li> <li>Formulation and Implementation of the Reconciliation Action Plan (RAP) with Aboriginal and Torres Strait Islander peoples in Australia for 2026 and beyond</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to developing local communities and addressing social issues through our business activities, while respecting human rights and the cultures and customs of the areas in which we operate</li> <li>Understand and respond to needs of local communities through dialogue with stakeholders in the areas in which we operate</li> </ul>
<b>Japan</b>	<ul style="list-style-type: none"> <li>Maintained positive relationships with stakeholders through continuous dialogue, including appropriate response to inquiries from local communities and publication of newsletters</li> </ul>		
<b>Australia</b>	<ul style="list-style-type: none"> <li>Maintained positive relationships with government agencies, industry groups, and local stakeholders through more than 300 dialogues</li> <li>Continued to execute Reconciliation Action Plan (RAP) 2023–2025</li> <li>Directly employed 54 Aboriginal and/or Torres Strait Islander people and indirectly employed about 130 of them on average through contractors, as of the end of FY2024</li> <li>Procured more than A\$ 19.5 million of goods/services from 21 Aboriginal and/or Torres Strait Islander businesses, as of the end of FY2024</li> </ul>		

## Supply Chain Risk Management

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Continued CSR self-assessment surveys (including with regard to human rights and anti-bribery and anti-corruption (ABC) measures) for significant suppliers in Japan</li> <li>Continued risk assessments (including with regard to human rights and ABC measures) of significant suppliers, and improved the methods used for risk assessments</li> <li>Conducted on-site CSR audits of suppliers</li> <li>Continued holding the Supplier Forum (including supplier awards)</li> <li>Participated in the supply chain subcommittee of the Global Compact Network Japan</li> </ul>	<ul style="list-style-type: none"> <li>Establish a unified process for supplier CSR management utilizing our supply chain network, including each of our overseas sites</li> <li>Continue CSR self-assessment surveys for significant suppliers in Japan</li> <li>Establish methods for collecting and managing information on suppliers' efforts for reducing GHG emissions</li> <li>Conduct CSR audits of suppliers (through desktop and on-site audits)</li> <li>Continue holding the Supplier Forum (including supplier awards)</li> </ul>	<ul style="list-style-type: none"> <li>Establish a structure for reducing operational and reputational risks by visualizing, and implementing measures against, the CSR potential risks in our supply chain</li> <li>Strengthen supply chain risk assessments and compliance</li> <li>Visualize supply chain-related GHG emissions and work with suppliers to reduce them</li> </ul>

Governance



Improvement of Corporate Governance Structure

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Continued holding comprehensive discussions in Board of Directors meetings (in particular, provided information and opportunities for active discussions that contributed to formulation of INPEX Vision 2035, held discussions from a wide range of perspectives, including positioning, target metrics, and planning processes, after first ensuring at the beginning of the year that there would be many opportunities for discussion)</li> <li>Held lectures and discussion sessions by AI experts on the theme of AI and the energy industry to enhance the knowledge of Board members (continued engaging experts to speak at Board meetings every year)</li> <li>Discussed Director candidates for the March 2025 General Meeting of Shareholders in the Nomination and Compensation Advisory Committee from the perspective of further enhancing Board diversity. The Board selected appropriate candidates based on these discussions (for the first time at INPEX, a foreign national was selected as a Director candidate).</li> </ul>	<ul style="list-style-type: none"> <li>Enhance the corporate governance structure through appropriate operation of the Board, and assess the effectiveness of the Board and continue implementing the PDCA cycle</li> <li>Continue holding comprehensive discussions at Board meetings</li> <li>Define the roles of Directors and the Board based on the Company’s characteristics, review criteria for Board agenda items, and continue to consider optimal governance structures as needed</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen the corporate governance structure, including enhancement of the supervisory role of the Board</li> <li>Deepen discussions by the Nomination and Compensation Advisory Committee about achieving further diversity in the Board (appointing more women, and people with foreign nationality and management experience) and about a succession plan for the Representative Director, President &amp; CEO, and provide feedback on those discussions to the Board</li> <li>Establish and maintain a globally comparable corporate governance structure as a Japanese global company</li> </ul>
<ul style="list-style-type: none"> <li>Appointed an Outside Director as the Chair of the Nomination and Compensation Advisory Committee to strengthen the independence of the Committee</li> <li>The Chair of the Nomination and Compensation Advisory Committee provided feedback to the Board on the annual deliberations of the Committee, including the succession plan for the Representative Director, President &amp; CEO (FY2024 initiative based on the Board effectiveness assessment)</li> <li>Discussed the nomination and compensation of Directors with the appropriate involvement of the Nomination and Compensation Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>Further enhance the governance structure for the nomination and compensation of Directors</li> <li>Further enhance the level of feedback to the Board concerning the status of deliberations in the Nomination and Compensation Advisory Committee (Director nominations and compensation, Representative Director, President &amp; CEO succession plan, etc.)</li> <li>Discuss, in the Nomination and Compensation Advisory Committee, the combination of skills the Board should have in relation to achieving the Mid-term Business Plan, select suitable candidates, and submit recommendations to the Board</li> </ul>	
<ul style="list-style-type: none"> <li>Enhanced the global tax governance structure through close communication with overseas sites</li> </ul>	<ul style="list-style-type: none"> <li>Further enhance tax planning and tax compliance through maintenance and expansion of a dedicated taxation organization</li> </ul>	

## Improvement of Risk Management Structure

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Reviewed project-related and other risks</li> <li>Checked the risk management structure</li> <li>Monitored risks through internal committees</li> <li>Implemented the PDCA cycle for risks</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Held 20 INPEX Value Assurance System (IVAS) Committee meetings</li> <li>Provided the Board of Directors with an executive summary of risk assessment results for major projects</li> </ul>	<ul style="list-style-type: none"> <li>Continue steady implementation of the initiatives to the left</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Hold IVAS Committee meetings as needed</li> <li>Report progress and action plans for each of our projects at monthly Board of Directors meetings</li> </ul>	<ul style="list-style-type: none"> <li>Optimize and improve the risk management structure</li> <li>Continue to monitor mitigation/management plans for material risks and issues identified by each division under INPEX Vision 2035</li> </ul>
<ul style="list-style-type: none"> <li>Held two Information Security Committee meetings</li> <li>Held two training sessions on targeted email attacks</li> <li>Conducted one e-learning lesson on information security</li> <li>Conducted a security assessment of operating systems</li> </ul>	<ul style="list-style-type: none"> <li>Hold two Information Security Committee meetings (excluding extraordinary meetings)</li> <li>Hold two training sessions on targeted email attacks</li> <li>Conduct one e-learning lesson on information security</li> <li>Conduct a security assessment of operating systems</li> </ul>	
<ul style="list-style-type: none"> <li>Promoted the head office business continuity plan (BCP) activities for earthquake scenarios, and provided BCP education and training</li> <li>Revised the head office BCP for infectious disease scenarios based on verification and assessment of COVID-19 responses</li> </ul>	<ul style="list-style-type: none"> <li>Promote head office BCP activities for earthquake scenarios, and provide BCP education and training</li> </ul>	

## Compliance with Laws and Prevention of Bribery and Corruption

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
<ul style="list-style-type: none"> <li>Ensured awareness of compliance and enhanced education and training programs (monthly publication of compliance news, training for new graduates and mid-career employees, level-specific compliance lectures, officer and executive compliance training, legal compliance monitoring, compliance assessments, etc.)</li> <li>Jointly enhanced compliance across the Group (held a global compliance meeting, provided training support to sites in Japan, etc.)</li> <li>Appropriately applied anti-bribery and anti-corruption (ABC) regulations (continued training, due diligence, risk assessments of ABC practices at offices in Japan and overseas, etc.)</li> <li>Effectively developed and appropriately operated the whistle-blowing system (provided training for whistle-blower response personnel, etc.)</li> </ul>	<p>Continue implementing the following compliance initiatives:</p> <ul style="list-style-type: none"> <li>Ensure awareness of compliance and enhance education and training programs</li> <li>Jointly enhance compliance across the Group</li> <li>Appropriately apply ABC regulations</li> <li>Effectively develop and appropriately operate the whistle-blowing system</li> </ul>	<ul style="list-style-type: none"> <li>Fully comply with and appropriately respond to the laws and regulations (including ABC laws) and judicial/administrative sanctions of the areas in which we operate, and international norms and ethics, etc.</li> </ul>



# / Environment

## 37 Climate Change

37 Governance and Strategy

44 Risk Management

45 Metrics and Targets

48 Efforts to Reduce GHG Emissions

53 Disclosures in Line with TCFD Recommendations

54 Energy Transition

## 56 Biodiversity Conservation and Environmental Pollution Measures

56 Governance and Strategy

57 Risk Management

58 Metrics and Targets

58 Environmental Pollution Measures

60 Appropriate Waste Disposal and Development of a Circular Economy

62 Biodiversity Conservation

66 Water Resource Management

69 TNFD-related Initiatives

# Climate Change

## Governance and Strategy

### Governance

INPEX's Board of Directors supervises issues relating to climate change. Regarding individual topics related to climate change, the Climate Change Strategy Working Group – an advisory body of the Sustainability Committee made up of around 30 members from organizations across the Company – assesses climate-related risks and opportunities once every year. INPEX's governance structure for climate change including compensation, is detailed in [Sustainability Structure](#) under the heading of Governance.

### Strategy

We published our Corporate Position on Climate Change in December 2015. Subsequently, to support the respect countries' efforts toward achieving the goals of the Paris Agreement, we established a target in January 2021 to achieve net zero emissions by 2050 (Scopes 1 and 2). With changes in the external environment as well as the updating of our Long-term Strategy and Mid-term Business Plan, we then reviewed our policies and targets for achieving net zero emissions by 2050. In February 2025, together with the announcement of INPEX Vision 2035, we revised our [Corporate Position on Climate Change](#). We will continue our efforts to reform our energy structure toward achieving net zero by 2050, while still meeting the energy demands of Japan and the world.

In addition, our disclosures related to climate change response are in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We support the Japanese government's laws and regulations ([Act on Rationalization of Energy Use and Shift to Non-fossil Energy](#), [Act on Promotion of Global Warming Countermeasures](#), etc.) and range of policies related to climate change, and incorporate them into our own policies and business strategies. In Japan, our primary base, we are active participants in the government-endorsed GX League. We engage in the emissions trading system (GX-ETS) and market-formation rule, demonstrating our leadership and commitment toward achieving net zero.

#### Corporate Position on Climate Change

1. We will continue to meet the increasing energy demands of Japan and the world, fulfilling our responsibility for energy development and stable supply over the long term. At the same time, we will actively work towards transforming the energy structure to achieve a net zero by 2050.
2. To contribute to the realization of the Paris Agreement goals on climate change, we will set climate change response targets challenging for [net zero emissions by 2050](#).
3. We will promote lower-carbon initiatives to meet societal needs toward net zero. Concrete measures include supplying natural gas as a “pragmatic transition fuel” in a cleaner manner. Additionally, we will provide lower-carbon solutions such as CCS and blue hydrogen/ammonia to third parties while strengthening new initiatives in power-related fields.

## Climate-related Risks and Opportunities

We assess climate-related risks and opportunities every year. In FY2024, we conducted an assessment after the timeline was set to be in line with the period of the Mid-term Business Plan.

### Status of Climate-related Risks at End of FY2024: Assessment Coverage, Expected Timing, and Action Plans

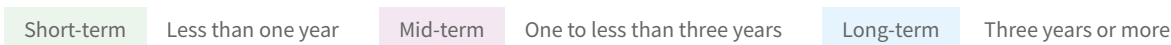
#### Transition Risks

Risk Category	Risk Description	Expected Timing of Risk Occurrence	Action Plan
<b>Policies, laws, and regulations</b>	Risk of direct costs for Scope 1 and Scope 2 emissions due to introduction and strengthening of carbon pricing systems, methane emission control regulations, environmental laws and regulations, and other such frameworks as the countries and regions where projects are located strengthen their climate change measures	Short-term ~ Mid-term	<ul style="list-style-type: none"> <li>Promotion of efforts to reduce GHG emissions from projects</li> <li>Monitoring of policies and trends in the countries and regions where projects are located</li> <li>Implementation of financial impact and economic assessments</li> <li>Introduction of clean energy in project operations</li> <li>Achievement of zero routine flaring by 2030</li> <li>Management to maintain methane emission intensity at 0.1%</li> <li>Joining OGMP 2.0; enhancement of measurement, reporting, and verification (MRV) efforts, including at non-operator projects</li> <li>Development and implementation of carbon credit strategy</li> <li>Engagement with relevant stakeholders</li> </ul>
<b>Technologies and markets</b>	Risk of lower demand for oil and gas due to a preference for low-carbon energy, such as renewable energy and electric vehicles	Long-term	<ul style="list-style-type: none"> <li>Promotion of efforts to reduce GHG emissions from projects</li> <li>Monitoring of policies and trends in the countries and regions where projects are located as well as technological progress</li> <li>Acceleration of CCS and other low-carbon business efforts</li> <li>Promotion of efforts to reduce costs</li> </ul>
<b>Reputation</b>	Risk of requirement for absolute Scope 1 and Scope 2 emission reduction targets from 2035 toward net zero by 2050	Mid-term ~ Long-term	<ul style="list-style-type: none"> <li>Promotion of efforts to reduce GHG emissions from projects</li> <li>Monitoring of policies and trends in the countries and regions where projects are located</li> <li>Establishment of targets of 60% reduction in net carbon intensity by 2035 and net zero by 2050</li> <li>Acceleration of CCS and other low-carbon business efforts</li> <li>Management to maintain methane emission intensity at 0.1%</li> <li>Review of business portfolio</li> <li>Development and implementation of carbon credit strategy</li> <li>Assessment of new projects' effects on GHG reduction targets</li> </ul>
	Risk of requirement for establishing Scope 3 emission reduction targets	Short-term ~ Mid-term	<ul style="list-style-type: none"> <li>Engagement with suppliers; consideration of supplier diversification</li> <li>Acceleration of CCS and other low-carbon business efforts</li> <li>Disclosure of net zero strategy's progress</li> <li>Promotion of efforts to reduce GHG emissions at sales destinations through efforts such as sale of carbon offset products</li> </ul>

<b>Financing</b>	Risk of adverse effects on funding as investors or financial institutions consider our business activities, efforts to reduce GHG emissions, or information disclosure to be inadequate	Short-term ~ Mid-term	<ul style="list-style-type: none"> <li>Promotion of efforts to reduce GHG emissions from projects</li> <li>Promotion of information disclosure in line with TCFD recommendations, etc.</li> <li>Dialogue and engagement with investors and financial institutions</li> <li>Engagement with funding providers and consideration of funding provider diversification</li> </ul>
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**Physical Risks**

Risk Category	Risk Description	Expected Timing of Risk Occurrence	Action Plan
<b>Acute</b>	Risk of adverse effects on operations due to extreme weather phenomena	Short-term	<ul style="list-style-type: none"> <li>Implementation of regular assessment of acute physical risks</li> <li>Incorporation of disaster countermeasures into designs, repairs and renovation of facilities</li> <li>Development of manuals, implementation of drills and use of external information</li> </ul>
<b>Chronic</b>	Risk of adverse effects on operational facilities due to the long-term average temperature increases, changes in rainfall patterns, and sea level rises	Mid-term ~ Long-term	<ul style="list-style-type: none"> <li>Implementation of regular assessment of chronic physical risks</li> <li>Incorporation of disaster countermeasures into designs, repairs and renovation of facilities</li> <li>Development of manuals, implementation of drills and use of external information</li> <li>Implementation of measures against sea level rises at coastal facilities</li> </ul>



**Status of Climate-related Opportunities at End of FY2024: Assessment Coverage, Expected Timing, Strategies, and Progress**

**Opportunities Related to Resource Efficiency**

Opportunity Assessment Target	Expected Timing of Opportunity Occurrence	Response Status
<b>Improvements to energy efficiency in production processes</b>	Short-term	<ul style="list-style-type: none"> <li>Implement low-carbon operations through the fuel gas flaring reduction initiative, gas leak detection and repair (LDAR) program, and other initiatives at the Ichthys LNG Project in Australia</li> </ul>

**Opportunities Related to Energy Sources**

Opportunity Assessment Target	Expected Timing of Opportunity Occurrence	Response Status
<b>Use of renewable energy sources in production processes</b>	Short-term ~ Mid-term	<ul style="list-style-type: none"> <li>Consider adopting a battery energy storage system (BESS) and small solar power generation system at the Ichthys LNG Project</li> </ul>
	Mid-term ~ Long-term	<ul style="list-style-type: none"> <li>Investigate switching from on-site combined-cycle power generation to renewable energy-derived grid power at the Ichthys LNG Project</li> </ul>
	Long-term	<ul style="list-style-type: none"> <li>Evaluate the potential to introduce onshore hydropower in the Wisting Oil Field development plan</li> </ul>

## Opportunities Related to Products and Services

Opportunity Assessment Target	Expected Timing of Opportunity Occurrence	Response Status
Natural gas and LNG businesses	Mid-term	<ul style="list-style-type: none"> <li>Conduct studies with the view to introducing CCS and increasing and expanding production capacity at the Ichthys LNG Project; promote lower-carbon operations by introducing measures to minimize flaring and fuel gas during production</li> <li>Promote business activities, including the introduction of CCS, at the Abadi LNG Project</li> <li>Pursue opportunities to join natural gas development projects where CCS introduction is expected</li> </ul>
CCS business	Mid-term	<ul style="list-style-type: none"> <li>Investigate a CCS project utilizing existing facilities and pipelines from the LNG site at Darwin in Australia and maritime Bayu-Undan gas-condensate field in Timor-Leste</li> </ul>
	Long-term	<ul style="list-style-type: none"> <li>Conducting various studies after adoption of the Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Initiative Project, in which we participate, under the 2024 Engineering Design Work for Advanced CCS Projects commissioned by Japan Organization for Metals and Energy Security (JOGMEC)</li> <li>Conducting new 3D seismic survey and its processing work, and conduct assessment drilling at the Bonaparte Basin CCS block in Australia; commence joint study with JERA on establishing a value chain involving the separation and recovery of CO<sub>2</sub> emitted in Japan and its transportation to Australia for storage</li> <li>Investigate the feasibility of a future CCS project (accepting CO<sub>2</sub> from third parties) at the Abadi LNG Project in Indonesia</li> <li>Promote research and development related to technologies for efficient maritime transportation of CO<sub>2</sub></li> </ul>
Hydrogen business	Long-term	<ul style="list-style-type: none"> <li>Completed feasibility study of large-scale blue hydrogen production project in Niigata Prefecture and undertaking study toward transition to FEED</li> <li>Pursue opportunities to participate in clean ammonia business in Abu Dhabi</li> <li>Completed pre-FEED work for a large-scale, low-carbon ammonia production project at the Port of Houston, Texas in the United States, through a collaboration with the Air Liquide Group, LSB Industries, and other companies; undertaking discussions toward transition to FEED</li> <li>Signed a joint study agreement with Green Hydrogen International for a green hydrogen project in southern Texas of the United States and completed the feasibility study; undertaking discussions toward transition to next phase</li> <li>Promote research and development related to technologies for efficient transportation of hydrogen</li> </ul>

<b>Power business</b>	Short-term	<ul style="list-style-type: none"> <li>Carry out additional development at Muara Laboh Geothermal Power Project in Indonesia for GHG reduction; commence trial drilling for Okuhida project; pursue new geothermal exploration projects in Japan</li> <li>Continue to participate in bidding rounds for offshore wind power projects in Japan; pursue opportunities to participate in offshore wind power projects and power businesses in Europe</li> <li>Commence study on implementing pilot project for solar thermal collection in Abu Dhabi</li> <li>Promote solar power, storage battery, and onshore wind power projects through the Potentia Energy joint venture</li> </ul>
	Mid-term	<ul style="list-style-type: none"> <li>Progress construction for Oyasu Geothermal Power Project in Akita Prefecture; promote geothermal exploration project in Fukushima; pursue new geothermal exploration projects in Japan (Hokkaido and the Tohoku region); expand existing projects and pursue opportunities to participate in new geothermal projects in Indonesia; commence preparation for trial drilling at Sempo area project</li> <li>Progress construction of the floating offshore wind power project off Goto City in Nagasaki Prefecture</li> <li>Study and pursue renewable energy generation and storage battery projects in Japan, as well as a power value chain that includes electricity trading</li> </ul>
	Long-term	<ul style="list-style-type: none"> <li>Pursue projects combining geothermal energy with lithium batteries in the United States</li> <li>Conduct and pursue various studies regarding floating offshore wind power projects in the EEZ</li> </ul>
<b>Underground resources other than oil and natural gas</b>	Mid-term	<ul style="list-style-type: none"> <li>Provide lateral support for the adoption of perovskite solar cells through supplying iodine, a by-product from Naruto water-soluble gas field</li> </ul>
	Long-term	<ul style="list-style-type: none"> <li>Promote research and development related to technologies for efficient recovery of mineral resources from brine</li> </ul>
<b>Others</b>	Short-term	<ul style="list-style-type: none"> <li>Promote a carbon farming and potential future renewable biofuel project in Australia in conjunction with Australia and New Zealand Banking Group (ANZ) and Qantas Airways</li> <li>Commence creation of J-Credits with Numata City in Gunma Prefecture</li> <li>Pursue biomethane supply projects in Indonesia, etc.</li> </ul>
	Mid-term	<ul style="list-style-type: none"> <li>Conduct studies regarding methane pyrolysis, etc.</li> </ul>
	Long-term	<ul style="list-style-type: none"> <li>Conduct a joint feasibility study agreement with Masdar and Mitsubishi Chemical Group for a carbon recycle chemicals production project, including production of polypropylene derived from green hydrogen, in Abu Dhabi</li> <li>Promote research and development of sustainable aviation fuel (SAF) using waste as well as artificial photosynthesis</li> </ul>

**Opportunities Related to Markets**

Opportunity Assessment Target	Expected Timing of Opportunity Occurrence	Response Status
<b>Access to new markets</b>	Short-term	<ul style="list-style-type: none"> <li>Sell carbon offset products</li> <li>Discuss with relevant parties toward building of supply chain for low-carbon aviation fuel (LCAF)</li> </ul>
	Mid-term	<ul style="list-style-type: none"> <li>Provide renewable diesel (RD), a low-carbon fuel derived from renewable resources, in Japan; conduct verification of RD40 (a fuel where diesel is mixed with 40% RD)</li> </ul>

Short-term    Less than one year    Mid-term    One to less than three years    Long-term    Three years or more

## Transition Risk Assessment

We use two methods to assess the potential financial effect of climate-related risks using scenarios in the International Energy Agency (IEA) World Energy Outlook (WEO) report. The first method is a valuation of our projects using our internal carbon price. We employ our internal carbon price on the base case of our valuation as well, because more than 150 countries and regions have already declared net zero targets by 2050, anticipating a growing number of countries to introduce carbon pricing as they bolster policies to tackle climate change. Through codifying application of the internal carbon price also on the base case, we have come to recognize the costs incurred for GHG emissions as an important factor in business investment. We also show our stakeholders that we are making management decisions after considering the transition risks.

Each year, we update our internal carbon price with reference to the carbon prices in the WEO. Starting in FY2023, we reflect on the IEA WEO carbon price forecast and, if there is a carbon price system in the country in which we operate, reference our quoted price based on factors such as estimates provided by external experts. If there is no carbon price system in the country in which we operate, we referenced variable prices linked to the 2023 version of the STEPS EU prices (2030: US\$120/ton-CO<sub>2</sub>e; 2040: US\$129/ton-CO<sub>2</sub>e; 2050: US\$135/ton-CO<sub>2</sub>e).

However, the 2024 version of the STEPS EU prices on 2030 are at a higher level than the prices in the Announced Pledges Scenario (APS) by developed countries who have declared to achieve net zero emissions. Therefore, it is becoming less appropriate to use the STEPS EU prices as the base case for countries without a carbon price system. In addition, taking into consideration the system design overview of GX-ETS, Japan’s emissions trading system (ETS) which is currently being discussed, the concept such as free allocation of emission allowances is similar to the current ETS of South Korea among the countries listed in the WEO. As such, for FY2025 and onward, we use the predicted prices of South Korea in STEPS for countries without a carbon price system.

The second method is to assess the resilience of our business portfolio. This is an assessment of the effect on our portfolio from the oil and carbon prices in the STEPS, APS, and Net Zero Emissions by 2050 Scenario (NZE). We apply the oil and carbon prices under these three scenarios to the net present value (NPV) calculation for projects, and calculate the percentage of change from the NPV for the base case to assess the effect on our portfolio. We will continue to refine the implementation standards for this method to improve the competitiveness of our business portfolio as we factor in changes in the business environment.

## Two Approaches to Financial Effect Assessment

	Valuation of Projects	Assessment of Resilience of Portfolio
<b>Assessment method</b>	Assessment of the economic effect on projects using internal carbon prices	Assessment of the financial effect based on oil and carbon prices under the following scenarios: <ul style="list-style-type: none"> <li>• Stated Policies Scenario (STEPS)</li> <li>• Announced Pledges Scenario (APS)</li> <li>• Net Zero Emissions by 2050 Scenario (NZE)</li> </ul>
<b>Metric</b>	IRR based on internal carbon price (base case)	The percentage of change from NPV based on application of the relevant metric prices
<b>Status</b>	Adopted as base case since FY2021	Implemented since FY2018; NZE scenario added from FY2022

## Physical Risk Assessment

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We analyze physical risks to the Company as either acute risks or chronic risks, reviewing them as necessary. In FY2018, we reviewed the process for assessing physical risks, then developed a roadmap and started assessing physical risks at the Ichthys LNG and our domestic assets in Niigata Prefecture, as major operator projects. Together, they account for 100% of our insurance coverage of domestic and overseas operator projects in operation. Subsequently, we reassessed physical risks at the Naoetsu LNG Terminal, one of our major facilities, following a revision of a report that informs our assessments. This report provides observations and projections assessment, as issued by the Japan Meteorological Agency.

The Representative Concentration Pathways 8.5 (RCP 8.5) scenario, discussed in this report, predicts an average sea level rise of approximately 0.19 meters. Our assessment showed that this facility structure can withstand a sea level rise of that magnitude. We also hire an external assessment service to calculate the costs of direct and indirect damage to our domestic assets caused by potential riverine flooding and storm surges. As a result, we confirmed limited potential damage as of 2030 and 2050, to the top 10 sites in Japan (plants, gas pipelines, and major subsidiary offices) covered by our comprehensive corporate indemnity insurance. For all these physical risk assessments, we used the same metrics, such as mid-21st century average temperature rises and sea level rises, in the RCP 8.5 scenario outlined in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5).

For chronic risks, the assessments indicate a low risk from floods at the Ichthys LNG Project and other major facilities located on the seaboard because they have been designed to withstand rising sea levels. Future temperature increases could conceivably impair operating efficiency, but because we conduct ongoing improvements and maintenance to the facilities as required, we have concluded that no major damage is likely to occur through 2030. For acute risks, we strive to ensure that our major operator projects are adequately prepared for typhoons, cyclones, and other extreme weather phenomena through appropriate planning, operational measures, training, and use of external information.

At the LNG receiving jetty at the Naoetsu LNG Terminal, we have installed an interconnection line linking to the neighboring power station. This setup ensures continuity in operations in the event of damage to our own facilities, enabling us to continue to receive LNG via the jetty at the power station. Insuring our major facilities against natural disaster is another way we strive to reduce financial losses associated with acute risks. We also assessed risks to our gas pipeline from natural disasters in Japan and considered countermeasures, from which we carried out replacement work on sections of the pipeline deemed to have a high natural disaster risk.

In the Hazard Identification (HAZID) guidelines, a HSE management system document, we have included a section on the impact of climate change in the introductory work for HAZID workshops. We are incorporating physical risk assessments into our risk management approach across all life cycles of business activities, including new projects. Cross-organizational teams will continue to conduct periodic physical risk assessments and make appropriate disclosures. Simultaneously, we aim to diversify our analysis methods to conduct more comprehensive assessments.

## INPEX's Low-carbon Society Scenarios

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In considering the outlook for the business environment, including energy demand and supply to realize a low-carbon society by 2050 <sup>①</sup>, we refer to the STEPS, APS, and NZE of the IEA WEO as well as the Reference Scenario and Advanced Technologies Scenario of The Institute of Energy Economics, Japan (IEEJ).

INPEX Vision 2035, our Long-term Strategy and Mid-term Business Plan, was developed in February 2025 based on these scenarios. We will continue to grasp changes in the business environment through scenario review, and review management strategies and plans in line with social trends.

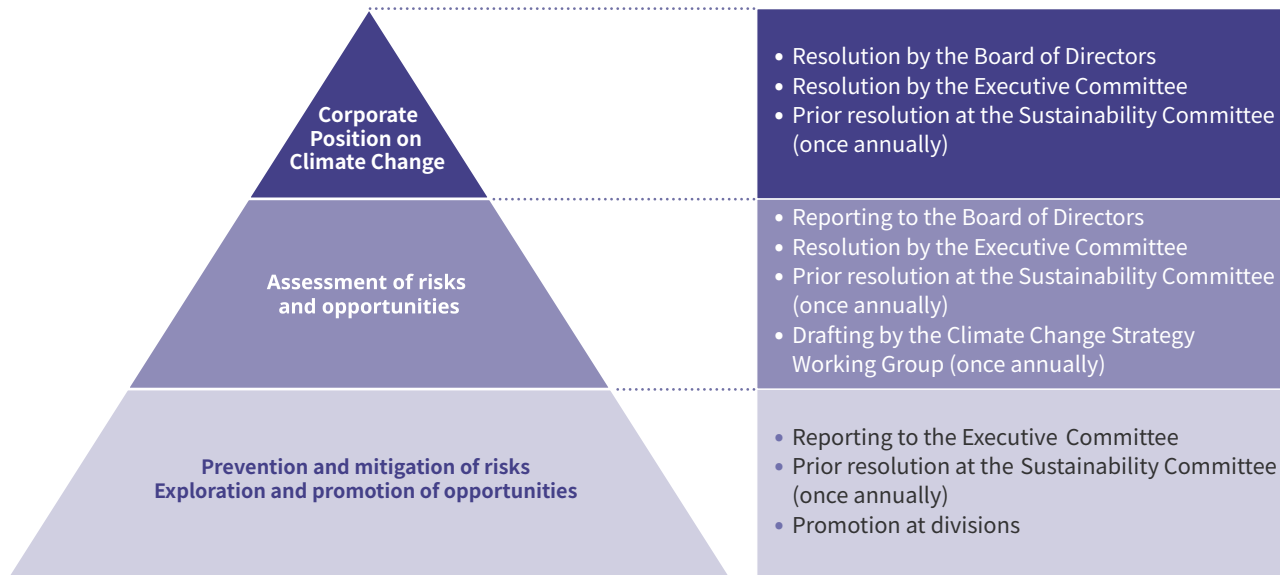
<sup>①</sup> The IEA WEO sets out an outlook on the global energy situation through 2050.

## Risk Management

As a general rule, INPEX assesses and manages climate-related risks and opportunities on an annual basis.

Regarding revisions and assessments of our climate-related policies, after deliberation and approval by the Sustainability Committee, reports will be submitted to the Executive Committee and Board of Directors according to the details (Figure A). Our overall response to climate change is managed by the Climate Change Strategy Group that resides in the Corporate Strategy & Planning Unit of the Corporate Strategy & Planning Division. The Climate Change Strategy Working Group – an advisory body of the Sustainability Committee – conducts climate-related risk assessments and develops proposals for prevention and mitigation measures.

**Figure A: Framework for Approval and Reporting Related to Risks and Opportunities**



Our climate-related risk assessment process follows the procedure outlined in ISO 31000:2018 (Figure B), an international risk management standard. We update external and internal factors and share information regarding the Company’s status among Working Group members. We then identify risks and analyze their causes, prevention measures, mitigation measures, and residual risks (Figure C). We assess the residual risks using the Risk Assessment Matrix (Figure D) we developed.

**Figure B: ISO 31000 Process**

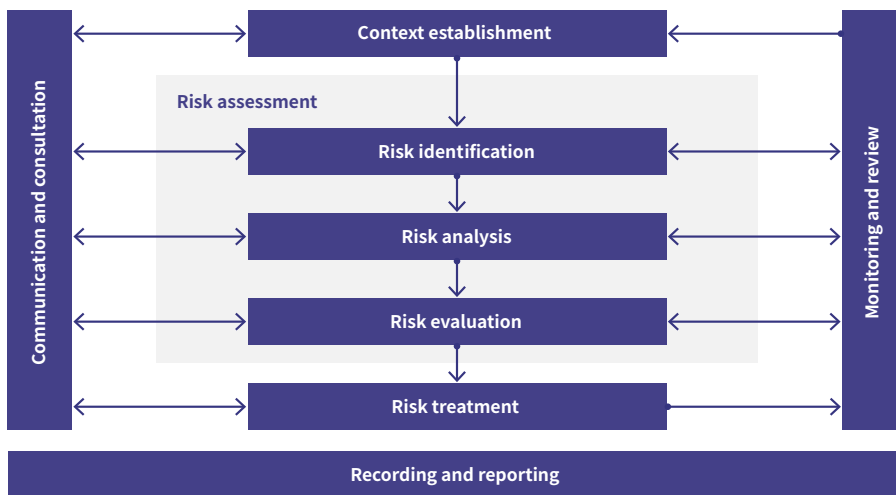


Figure C: Risk Analysis Process

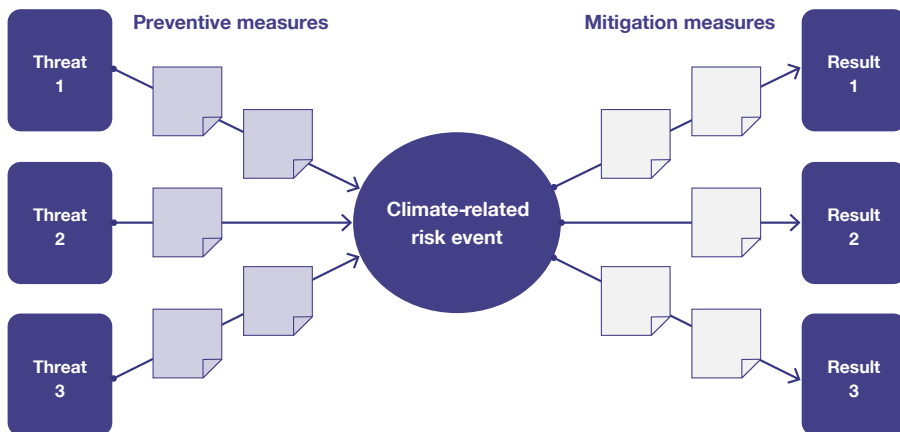


Figure D: Risk Assessment Matrix

		Likelihood		
		Low	Medium	High
Magnitude of financial effects	Major			
	Moderate			
	Minor			

## Metrics and Targets

### Targets

Following its Corporate Position on Climate Change, INPEX has set its own targets along two axes – decarbonization of its business and contribution to lower-carbon society – to contribute to realizing a low-carbon society as outlined in the Paris Agreement. For the decarbonization of our business, we aim to achieve net zero by 2050, and as part of the process, reduce net carbon intensity by at least 60% versus 2019 levels by 2035. To achieve this target, in our Mid-term Business Plan for 2025 to 2027, we seek to achieve a net carbon intensity reduction of 35% versus 2019 levels by 2027 as a milestone.

This target has been revised upwards following the early achievement of the previous target of 30% reduction versus 2019 levels by 2030 stated which was set in the previous Mid-term Business Plan. Next, as a contribution to lower-carbon society, regarding the reduction of Scope 3 emissions, we will work together with all relevant stakeholders to address challenges across the value chain. At the same time, through providing CCS and other lower-carbon solutions and supplying clean power, we aim to generate 8.2 million tons of avoided emissions each year for society by 2035. We will also continue to maintain methane emission intensity (methane emissions / natural gas production) at the current low levels (about 0.1%) and aim to achieve zero routine flaring.

### Targets for Addressing Climate Change

Decarbonization of INPEX Business		Contribution to lower-carbon society	
2050 Net zero in absolute emissions (Scope 1 and Scope 2) <sup>1</sup>	2035 60% reduction <sup>2</sup> of net carbon intensity (Scope 1 and Scope 2) <sup>1</sup>	Scope 3 reduction Work together with all relevant stakeholders to address challenges across the value chain	2035 8.2 Mt avoided emissions generated

Contribution to lower-carbon society
<ul style="list-style-type: none"> <li>• Promote CCS and other lower-carbon solutions</li> <li>• Contribute to the development of a high-value-added and clean power supply</li> <li>• Maintain current low methane intensity of approximately 0.1%<sup>3</sup> (calculated by methane emissions/natural gas production)</li> <li>• Aim to eliminate routine flaring by 2030<sup>3</sup></li> </ul>

1 On INPEX equity share basis

2 In comparison with 2019 level. Note that the reduction ambition and targets reflect the current economic environment and reasonable expectations. These are premised on a business environment of consistent progress in decarbonization technology, economic rationality and realization of policies in each country and region.

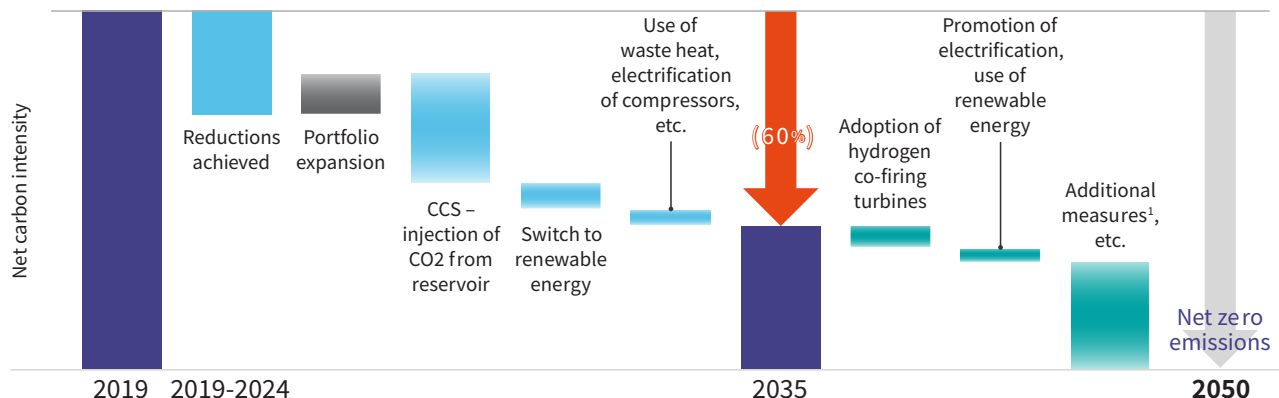
3 In INPEX-operated projects

### Roadmap to Achieve Targets

We have developed the roadmap, as detailed below, to achieve our targets for the decarbonization of our business. As the roadmap and achievement of targets are affected by the external environment, including technological progress and the feasibility of measures in each country and region, we identify such risks through scenario analysis and other means, and at the same time, use the marginal abatement cost (MAC) curve <sup>①</sup> for analyzing the cost-effectiveness of reduction measures and regularly revise our strategy.

① It represents individual abatement measures by illustrating the reduction potential (the expected reduction amount from implementing the measure) and the abatement cost (the cost required to reduce one ton of CO<sub>2</sub>). The measures are arranged in order of increasing abatement cost, showing the reduction potential of each measure.

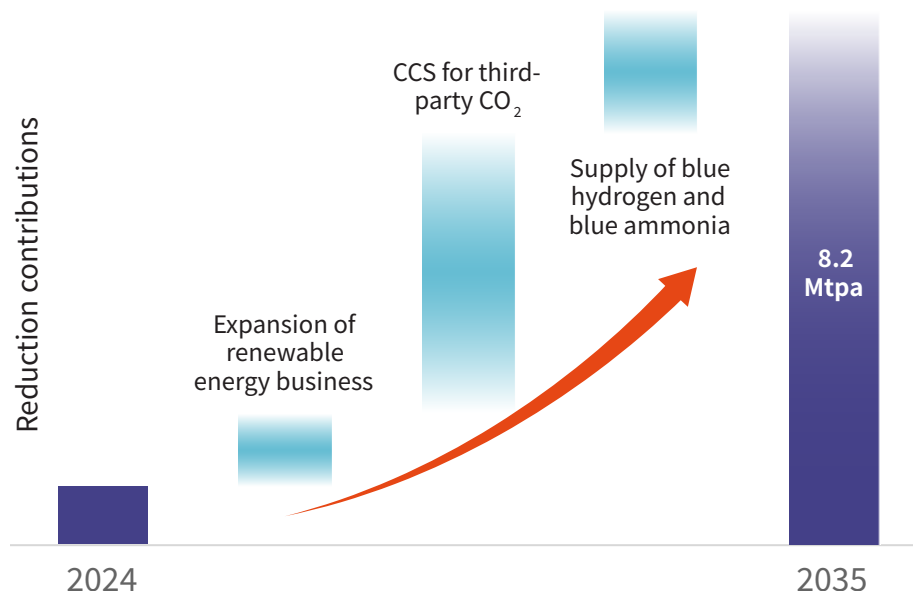
### Roadmap to Achieve Decarbonization of INPEX Business by 2050



1 We will further adopt optimal reduction measures according to technological progress.

In addition to reducing our emissions, we also work on the decarbonization of society. We state avoided emissions as targets toward the decarbonization of society, and we will work toward them after strictly assessing the profitability of individual projects, taking into consideration the use of government support in each country.

### Roadmap to Contribute to a Low Carbon Society



### Results

In FY2024, our GHG emissions (Scope 1 and Scope 2) amounted to approximately 6,878 thousand tons-CO<sub>2</sub>e, which was a decrease of approximately 42 thousand tons-CO<sub>2</sub>e compared to FY2023 levels. This was due to the use of clean power in operations and a review of our business portfolio.

### INPEX's GHG Emissions performance

Item	Jan-Dec, FY2022	Jan-Dec, FY2023	Jan-Dec, FY2024
Direct GHG emissions (Scope 1) <sup>1</sup> (thousand tons-CO <sub>2</sub> e)	6,839	6,864	6,833
Direct GHG emissions (Scope 2) <sup>1</sup> (thousand tons-CO <sub>2</sub> e)	69	56	45
Net carbon intensity <sup>2</sup> (kg-CO <sub>2</sub> e/boe)	28	28	28
Methane emission intensity <sup>3</sup> (%)	0.05	0.05	0.05

### INPEX's Net Carbon Intensity

$$\frac{\text{Scope 1 + Scope 2 - offsets}^4}{\text{Net production of oil and natural gas upstream businesses + Electricity generated from renewable energy businesses}}$$

<sup>1</sup> INPEX's equity share emissions

<sup>2</sup> Net carbon intensity including offsets

<sup>3</sup> Methane emission intensity on operational control basis: Calculated as methane emissions/gas production (%), the formula used by the Oil and Gas Climate Initiative

<sup>4</sup> Offsets include the amount absorbed through forest conservation and the amount contributed to reduction through renewable energy projects where the environmental value of said projects are considered to be attributable to us. Contributions from renewable energy are calculated based on the Guidelines for Measurement, Reporting and Verification of GHG Emission Reductions in JBIC's GREEN (the J-MRV Guidelines).

The GHG emissions within our operational control <sup>2</sup> are detailed below.

<sup>2</sup> This scope includes our head office and Technical Research Center (both in Tokyo), overseas offices, and operational organizations in Japan and overseas.

## GHG Emissions performance within INPEX's Operational Control

Item	Jan-Dec, FY2022	Jan-Dec, FY2023	Jan-Dec, FY2024
Direct GHG emissions (Scope 1) (thousand tons-CO <sub>2</sub> e)	6,339	6,622	6,614
Direct GHG emissions (Scope 2) (thousand tons-CO <sub>2</sub> e)	48	35	36

## Collection, Analysis, and Reporting of GHG Emissions

We regularly collect, analyze, and report our GHG emissions in accordance with procedures based on host country systems and international guidelines, such as the GHG Protocol. We also obtain third-party assurance – using International Standard on Assurance Engagements (ISAE) 3410 as the verification standard – of our environmental data from SOCOTEC Certification Japan to ensure the reliability of our GHG emission reporting.

As part of efforts to reduce emissions in our upstream business in Japan, we participate in the Keidanren Carbon Neutrality Action Plan, which is a voluntary emission reduction initiative, through our membership in the Japan Energy Resources Development Association. In FY2021, we reexamined our targets for reducing emissions by FY2030. We are also a member of GX League and subject to the voluntary emission trading (GX-ETS Phase 1) in Japan. After carrying out calculations and monitoring according to the guidelines stipulated by the GX League's secretariat, since FY2024, we have been reporting our progress toward the voluntary targets of GX-ETS set based on the government's targets.

## Efforts to Reduce GHG Emissions

To reduce GHG emissions, INPEX implements energy-saving activities tailored to the site's circumstances and avoids continuous flaring and venting during routine operations at operator projects. At our head office in Tokyo, we effectively use renewable energy for 100% of our energy needs. We also implement reduction measures together with partner companies for non-operator projects. In addition to using 100% clean power at our onshore facilities in Abu Dhabi, we are working with ADNOC to adopt clean power, including using onshore clean power to supply offshore facility power needs. In Norway, we are supplying power from a floating offshore wind farm to our production facilities in the northern part of the North Sea.

## Efforts to Use Energy Efficiently in Japan

In Japan, we are rationalizing the use of energy according to the Act on Rationalization of Energy Use and Shift to Non-fossil Energy and the Act on Promotion of Global Warming Countermeasures. Based on Japan's laws and regulations, we report energy usage, the state of other energy use, and studies and efforts related to the rationalization of energy use in the activities of our organizations.

Regarding the Act on Rationalization of Energy Use and Shift to Non-fossil Energy, we have set ourselves the target of reducing average net carbon intensity by 1% or more per year over five years. We have also developed a mid- to long-term plan to achieve this target, and we assess our progress each year and report to the Ministry of Economy, Trade and Industry.

## Research Study for Saving Energy

At the Naoetsu LNG Terminal, we reviewed the value of the LNG pump minimum flow setting to limit the generation of boil-off gas (BOG) <sup>1</sup> in LNG tanks and reduce the power consumption of BOG compressors. We also introduced LED lighting at the Nagaoka Field office to reduce power consumption.

<sup>1</sup> BOG is gas that evaporated due to the entry of natural heat from the external environment when low-temperature liquids such as LPG and LNG are being transported or stored.

## Education and Training to Improve Energy Efficiency

Regarding the rationalization of energy use, we appoint energy management planning promoters and assistants to improve and monitor the maintenance of facilities that consume energy and methods of energy use. Based on the Act on Rationalization of Energy Use and Shift to Non-fossil Energy, energy management planning promoters and energy management assistants undergo legally required training courses related to knowledge and skills necessary for the rationalization of energy use.

## Efforts to Reduce Fugitive Methane Emissions

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Our target is to maintain our methane emission intensity at its existing low level (about 0.1%). In FY2024, our methane emission intensity was 0.05%, which is below our target level.

We have joined the Oil & Gas Methane Partnership 2.0 (OGMP 2.0), a reporting framework for methane emission reductions by oil and gas companies. OGMP 2.0 was established as an international reporting framework under the United Nations Environment Programme (UNEP), providing member companies with a framework for comprehensive, measurement-based reporting to promote methane emission reductions. Since FY2024, we have been reporting methane emission reductions through the OGMP 2.0 framework and have achieved the Gold Standard for Pathway which is given to companies that meet the standards stipulated in OGMP 2.0. Through this reporting, we will ensure the accuracy and transparency of our methane emission reporting, and actively pursue technological innovations and share of case studies with other member companies with the aim of measuring and reducing methane emissions.

To manage and reduce methane emissions, we have been collecting and reporting data on fugitive emissions based on international methods before joining OGMP 2.0.

Starting from FY2019, we have surveyed and identified inspection points for fugitive emissions from equipment and facilities at our projects in Japan, establishing a structure for data collection and reporting. Subsequently, we brought in a laser methane detector to enable inspections at almost all applicable points. We also introduced vehicle-mounted methane detectors and drones which we can inspect all 1,500 kilometers of our gas pipelines in Japan. Fugitive emissions detected through this inspection process are rectified immediately.

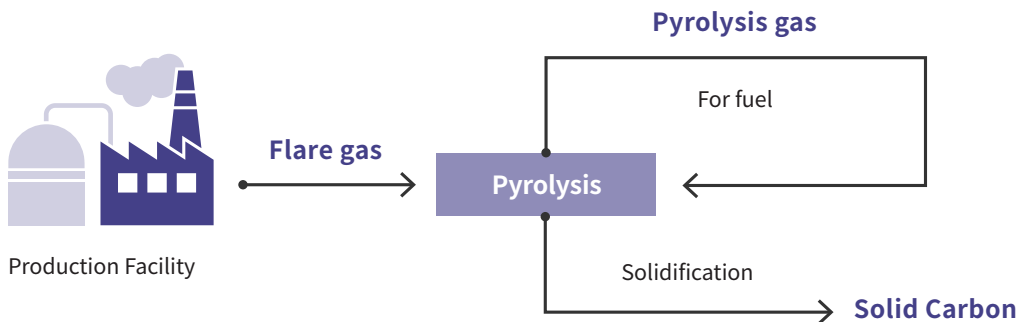
At our overseas projects, we carried out inspections of fugitive emissions through a leak detection and repair (LDAR) program using infrared cameras. At the Ichthys LNG Project, we inspected the central processing facility (CPF) and floating production, storage, and offloading (FPSO) facility in FY2022, and the onshore gas liquefaction plant in FY2023.

We are exploring the possibility of implementing similar inspections at other projects and will continue to take further action to reduce fugitive emissions across the Group.

## Efforts to Reduce Flaring

We have set a target of zero routine flaring at our operator projects by 2030, and we are examining flare reduction measures through collaboration among relevant departments. In Japan, as part of our research and development of flaring reduction measures, we are exploring the implementation of methane pyrolysis technology (see the diagram below) for a reduction of atmospheric CO<sub>2</sub> emissions by solidifying carbon in flare gases. Since FY2022, we have also been managing our flaring divided into two categories – routine and non-routine flaring – in accordance with the Flaring Management Guidance for the Oil and Gas Industry developed by Ipieca, IOGP, and the Global Gas Flaring Reduction Partnership (GGFR).

### Methane Pyrolysis to Reduce Flaring



As small quantities of non-condensable gas from oil production fields encounter challenges in feasible utilization, such gas is often incinerated in the flare system with CO<sub>2</sub> emissions. The application of methane pyrolysis technology enables the extraction of solid carbon from flare gases and consequently reduce CO<sub>2</sub> emissions by flaring.

## Efforts to Reduce Emissions in Supply Chain—Toward Scope 3 Reduction

### Efforts with Contractors and Suppliers

Our HSE Policy states that we will “pursue every effort to manage and reduce Greenhouse Gas (GHG) emissions based on our ‘Corporate Position on Climate Change.’” In line with our efforts to reduce emissions across the supply chain, our contractor and supplier agreements include a clause requiring compliance with our HSE Policy. Our Supplier Code of Conduct established in July 2022 establishes the undertaking of voluntary environmental initiatives, such as measures to reduce GHG emissions, as an expectation on our suppliers. We also collect information about our suppliers’ efforts regarding the reduction of GHG emissions by asking them to answer our CSR self-assessment surveys.

### Promotion of Carbon Offset Product Sale

We promote the sale of carbon offset products to our customers. Carbon offset products comprise LNG, natural gas, LPG, and jet fuel we sold for which the GHG emissions produced across the life cycle – from extraction through transportation and combustion – are offset by the equivalent volume of carbon credits, resulting in net zero GHG emissions. By supplying these carbon offset products, we contribute to our customers’ efforts to reduce their supply chain carbon footprints.

## Past Efforts

- **2018:** Published the Corporate Position on Climate Change (since then, regularly reviewed and revised)
- **2020:** Made the Climate Change Strategy Working Group an advisory body to the Sustainability Committee
- **2021:** Established target to achieve net zero by 2050 (Scope 1 and Scope 2)
- **2022:** Announced the Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) and established the five net zero businesses
- **2023:** Joined the Oil & Gas Methane Partnership 2.0
- **2024:** Joined the Oil and Gas Decarbonization Charter
- **2025:** Announced INPEX Vision 2035 and revised the Corporate Position on Climate Change (latest version)

### Case Study: Promotion of Forest Conservation Targeting Net Zero Emissions

#### Materiality of Forest Conservation and Afforestation in Tackling Climate Change

We continue to see nature-based solutions – such as forest conservation and afforestation projects – as fulfilling an important role in tackling climate change.

The role of forests not only reduce CO<sub>2</sub> emissions by preventing deforestation and forest degradation and increase CO<sub>2</sub> absorption through afforestation, but also offer co-benefits by safeguarding critical biodiversity, conserving water sources, reducing soil erosion, and raising the living standards of local communities, thereby contributing to achieving the United Nations’ Sustainable Development Goals (SDGs).



Signing ceremony for partnership agreement on creation of J-Credits from Numata Forests

#### INPEX’s Forest Conservation and Afforestation Initiatives

We are reducing GHG emissions through our businesses by providing CCS, hydrogen, ammonia, and other lower-carbon solutions. Besides these businesses, we are also promoting forest conservation and afforestation. We are focusing on credits obtained through CO<sub>2</sub> absorption achieved by forest conservation and afforestation as a complement to our initiatives to achieve net zero emissions through cleaner oil and gas businesses, a transition to natural gas, CCS, and renewable energy. One example is the signing of a partnership agreement with Gunma Prefecture’s Numata City and other parties such as forest associations to create J-Credits from forests owned by Numata City. Through this partnership, we seek to define new environmental and economic value of the forests in Numata City and contribute to the sustainability of the forests and the local community. We will continue to promote efforts after taking into consideration the progress of our businesses, both in Japan and overseas, and the legal systems of each country, among other factors.

### Approach to Procuring and Utilizing Carbon Credits

We use carbon credits for our carbon offsets on GHG emissions in accordance with the approach of the Mitigation Hierarchy. We plan to use credits certified under highly trusted domestic and international schemes and those we receive in return for support and participation in forest conservation projects. Therefore, we work to understand the trend of carbon-related regulations in countries where our assets are located. At the same time, we also track the latest developments in the carbon credit market such as initiatives in Japan and overseas and assess the mid- to long-term performance of our projects. Through these efforts, we work to procure high-quality credits. We select and use carbon credits certified under the schemes shown below.

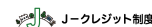
Verified Carbon Standard (VCS): Verification standard established by Verra, an international body for setting carbon offset standards



Joint Crediting Mechanism (JCM): Japanese Government-led bilateral credit program for reduction and removal of GHG emissions in cooperation with developing countries, with both sides sharing the benefits of reduction and removal



J-Credit: Scheme designed to certify the amount of GHG emissions reduced and removed in Japan, with credits certified by the Japanese Government.



Australian carbon credit units (ACCUs): Australian carbon credits issued according to Australia's emissions reduction act

### Efforts to Procure High-quality Credits

#### 1. Internal Project Assessments

To ensure acquisition of high-quality carbon credits from top-grade projects, we first assess projects before making a final selection and purchase. These assessments are designed to identify any permanence ② concerns, potential issues with local communities and other stakeholders, and to verify that land ownership and usage rights are unambiguous and guaranteed to extend beyond the life of the crediting period. We make a comprehensive judgment on projects by considering the results of these internal assessments alongside the results of credit assessments by external assessment companies.

#### 2. Priority on Projects with Co-benefits

In addition to the effectiveness of reducing CO<sub>2</sub> emissions and absorbing CO<sub>2</sub>, we give preference to projects with the Sustainable Development Verified Impact Standard (SD VISTA) ③ and Climate, Community & Biodiversity Standards (CCB Standards) ④ that deliver co-benefits by contributing to the United Nations' SDGs

② The concept that refers to the need to ensure that CO<sub>2</sub> reduction and absorption volumes are nonreversible, with no risk of release into the atmosphere.  
 ③ A framework for certifying a project's contribution to the SDGs.  
 ④ A framework for certifying projects that simultaneously deliver tangible climate, community, and biodiversity benefits.

# Disclosures in Line with TCFD Recommendations

## Disclosures in Line with TCFD Recommendations

Overview of TCFD Recommendations	INPEX's Disclosures
<b>Governance</b>	
<b>Disclose the company's governance around climate-related risks and opportunities</b>	
1 Describe the board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Structure</a></li> </ul>
2 Describe management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Structure</a></li> </ul>
<b>Strategy</b>	
<b>Disclose the actual and potential impacts of climate-related risks and opportunities on the company's businesses, strategy, and financial planning where such information is material</b>	
1 Describe the climate-related risks and opportunities the company has identified over the short, mid and long term	<ul style="list-style-type: none"> <li>• <a href="#">FY2024 Status of Climate-related Risks</a></li> <li>• <a href="#">FY2024 Status of Climate-related Opportunities</a></li> </ul>
2 Describe the impact of climate-related risks and opportunities on the company's businesses, strategy and financial planning	<ul style="list-style-type: none"> <li>• <a href="#">INPEX Vision 2035</a></li> <li>• <a href="#">Corporate Position on Climate Change</a></li> </ul>
3 Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> <li>• <a href="#">INPEX's Low-carbon Society Scenarios</a></li> <li>• <a href="#">Transition Risk Assessment</a></li> <li>• <a href="#">Physical Risk Assessment</a></li> </ul>
<b>Risk Management</b>	
<b>Disclose how the company identifies, assesses and manages climate-related risks</b>	
1 Describe the company's processes for identifying and assessing climate-related risks	<ul style="list-style-type: none"> <li>• <a href="#">Risk Management</a></li> </ul>
2 Describe the company's processes for managing climate-related risks	<ul style="list-style-type: none"> <li>• <a href="#">Risk Management</a></li> </ul>
3 Describe how the company's processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management	<ul style="list-style-type: none"> <li>• <a href="#">Risk Management Structure</a></li> </ul>
<b>Metrics and Targets</b>	
<b>Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</b>	
1 Disclose the metrics used by the company to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> <li>• <a href="#">Targets</a></li> </ul>
2 Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	<ul style="list-style-type: none"> <li>• <a href="#">Performance Data: Climate Change &lt;Target Management&gt;</a></li> </ul>
3 Describe the targets used by the company to manage climate-related risks and opportunities and results against targets	<ul style="list-style-type: none"> <li>• <a href="#">Targets</a></li> </ul>

## Seven Metrics of Disclosure in Line with TCFD Guidance of Metrics, Targets, and Transition Plans

Overview of Metrics	INPEX's Disclosures	Pages
1 Capital deployment	What INPEX aims to achieve by 2035	<a href="#">INPEX Vision 2035: Realizing a Responsible Energy Transition</a>
2 Climate-related opportunities	Balanced cash allocation in growth investments and shareholder returns	<a href="#">INPEX Vision 2035: Realizing a Responsible Energy Transition</a>
3 Remuneration	Compensation	<a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Structure</a>
4 Physical risks	Physical Risk Assessment	<a href="#">Physical Risk Assessment</a>
5 Transition risks	Transition Risk Assessment	<a href="#">Transition Risk Assessment</a>
6 Internal carbon prices	Transition Risk Assessment	<a href="#">Transition Risk Assessment</a>
7 GHG emissions	Scope 1, 2, 3	<a href="#">Result</a>

## Energy Transition

To achieve net zero emissions by 2050, INPEX is advancing lower-carbon solutions through carbon capture and storage (CCS) and hydrogen technologies. Additionally, the company is exploring new ventures in power-related business fields.

### CCS and Hydrogen

In the transition toward net zero emissions, it is important to select appropriate methods according to the circumstances and transition stage of each region. Besides the introduction of renewable energy, the introduction of CCS for existing oil and gas facilities, the use of hydrogen or ammonia, and other such efforts are also realistic transition pathways. As an energy company, we seek to have a stable supply of oil and natural gas. At the same time, to achieve net zero emissions by 2050, CCS and hydrogen projects are important. They allow us to meet the needs of society by bringing together our technologies and rich experience in underground resource exploration to provide methods for greenhouse gas (GHG) emission reductions.

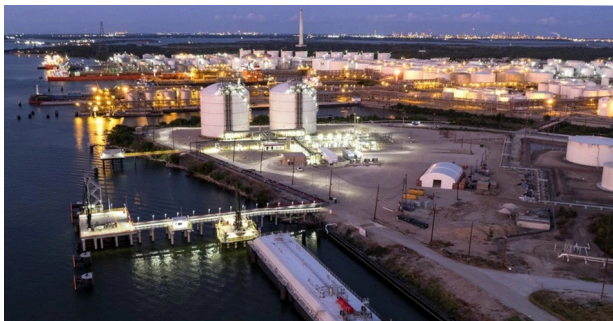
To promote CCS and hydrogen projects, we stated in the INPEX Vision 2035 our target of creating new revenue streams by 2035. We will do so through reducing GHG emissions by integrating CCS into our natural gas and LNG projects. Additionally, we will offer GHG emission reduction solutions to third parties by leveraging CCS and hydrogen technologies.

To achieve this target, we have undertaken specific efforts in our CCS projects. These include conducting reservoir assessments and acquiring and processing new 3D seismic data at the GHG assessment block in Australia. We are also advancing research towards practical application. In Japan, we completed a business feasibility study for adoption of the Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Initiative Project, in which we participate, under the 2023 Survey on Implementation of Advanced CCS Projects commissioned by Japan Organization for Metals and Energy Security (JOGMEC). The Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Initiative Project have been adopted under the 2024 Engineering Design Work for Advanced CCS Projects, and we are planning and studying various projects.

For our hydrogen and ammonia projects, the construction of aboveground facilities for integrated demonstration testing of hydrogen and ammonia production and usage in Kashiwazaki City, Niigata Prefecture, Japan, is progressing as planned. We have also completed a feasibility study for producing blue hydrogen using our natural gas fields and existing infrastructure in Niigata Prefecture. Preparations for the basic design towards commercialization have begun.

In the United States, we have completed the initial design for a large-scale, low-carbon ammonia production project at the Port of Houston in Texas in collaboration with Air Liquide Group, LSB Industries, Inc., and Vopak Exolum Houston LLC. Additionally, we have signed a joint study agreement with Green Hydrogen International Corp.(GHI) for a green hydrogen project in southern Texas and completed the feasibility study.

We will continue to see the provision of clean energy and GHG emission reduction solutions as business opportunities and strive to transition toward a net zero society.



Blue ammonia project at the Port of Houston



Blue hydrogen/ammonia production and usage demonstration testing in Kashiwazaki City (Hirai Blue Hydrogen project).

## Renewable Energy and Power Solution Business

We plan to enhance profitability and expand renewable energy – a major effort in our power business – by focusing on core business regions and fields where we can leverage our technical capabilities. We will also maximize the value of our power asset portfolio by optimizing the combination of renewable energy and balancing power sources (battery and gas-fired power).

In FY2024, we reached a final investment decision in May 2024 on the Quorn Park photovoltaic and battery energy storage system project in Australia through Potentia Energy Pty Ltd. Construction is underway, with commercial operations expected to commence in FY2026. In June and July 2024, we began work on exploratory drilling for geothermal energy projects at two locations in Japan: Okuhida Onsengo district of Takayama City in Gifu Prefecture and Shibetsu Town in Hokkaido. In December 2024, we signed a memorandum of understanding with PT PLN Indonesia Power for a joint geothermal study in Indonesia, continuing our efforts to promote geothermal development in the country.

We have renewable energy sources in Japan and overseas that exceed a total capacity of 600 megawatts. This includes offshore wind power generation in Europe, geothermal energy generation in Indonesia, and solar and onshore wind power generation in Australia. Moving forwards to gain revenue across the entire power value chain, we will establish a stable power source portfolio, enhance value through our efforts in power solutions, and create synergy with our existing businesses (such as gas, hydrogen, ammonia, and CCS) to help achieve net zero emissions by 2050.



Ceremony for signing a memorandum of understanding on a joint geothermal study with PLN Indonesia Power.

# / Biodiversity Conservation and Environmental Pollution Measures

## Governance and Strategy

### Governance

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INPEX's governance structure for environmental management, including biodiversity conservation, is detailed in [Sustainability Structure](#) under the heading of Governance.

### Strategy

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#### HSE Policy

First issued in November 2003, our Health, Safety and Environmental Policy is reviewed and updated every few years. We reissued it as "HSE Policy" in January 2025, and it sets out our policy and HSE-related initiatives. The executive officer in charge of HSE is responsible for these initiatives. Please refer to the ["HSE Policy"](#) on our website for details.

#### HSE Management System

To ensure implementation of the HSE Policy in our business activities, we adopted an HSE Management System (HSEMS) based on the International Association of Oil & Gas Producers (IOGP) OMS510 report, referencing the international standards ISO 9001, ISO 14001, and ISO 45001. Funded on the principles of leadership, risk management, and continuous improvement, OMS510 is the foundation for improving the performance and effectiveness of our HSEMS. Please refer to [Safety](#) for details.

#### Environmental Commitments

In December 2022, we established and published our policies and commitments on [biodiversity conservation](#), [water management](#) and [waste management](#) – which are material global environmental issues – through a resolution of the Board of Directors. In 2024, to further promote our commitments, we also formulated measurable quantitative targets across the INPEX Group. For detailed information on our quantitative targets regarding environmental issues, please refer to the [Metrics and Targets](#).

#### Group-wide Environmental Management Based on HSE Objectives

To ensure the continuous improvement of our HSEMS and achieve Group-wide HSE management, we set annual HSE objectives in corporate divisions. We develop and execute annual plans that consolidate activities to achieve these objectives. Our HSE objectives and annual plans also encompass environmental management efforts, promoting Group-wide environmental management. For details on the achievement of HSE objectives in FY2024, please refer to the [HSE - related Targets and Results](#).

HSE objectives incorporating key environmental management measures for FY2025 are detailed below.

- Establishment and implementation of Group-wide environmental management that includes responses to global environmental issues, based on environmental commitments.
  - Under the Group-wide structure, develop and implement a GHG emission reduction plan (including management of methane emissions) and manage the progress of targets related to Group-wide GHG emission reduction.
  - Develop systems to measure and assess the state of achievement of Group-wide quantitative targets related to nature (biodiversity and water) and waste.

## Risk Management

INPEX complies with the environmental laws and regulations of the countries where it engages in business. At the same time, to minimize the negative impacts of our operator projects, we identify, analyze, and assess HSE risks through operation of our HSEMS, in accordance with international standards (ISO 31000 and ISO 17776). Before engaging in operations, we confirm that risk levels are lowered to acceptable levels. For details, please refer to the [Safety](#) as well as the Identification and Assessment of Environmental and Social Risks and Impacts below.

In FY2024, there were no significant violations of environmental laws and regulations within our business operations related to the environment (such as the atmosphere, water, and waste). We will continue working with relevant departments in Japan and overseas to ensure compliance with environmental laws and regulations, environmental risk management and measures to prevent environmental pollution.

### Identification and Assessment of Environmental and Social Risks and Impacts (Implementation of ENVID and ESIA)

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We conduct Environmental Risks Identification (ENVID) in the early stages of new operator projects to identify potential environmental risks and develop risk mitigation measures.

ENVID is typically held in the form of a workshop, attended by experts from various fields, including those in charge of the planned project or task, engineers, and environmental specialists. In addition, we use our Risk Assessment Matrix (RAM) when assessing risks at ENVID for consistent risk assessment across the INPEX Group.

In addition, for projects that may have significant impacts on the environment or society, we conduct Environmental and Social Impact Assessment (ESIA) to identify and assess the project's impacts, then develop an environmental and social impact management plan to mitigate and manage the impacts.

### HSE Audits (Environment)

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To assess whether the HSEMS is being consistently utilized, we formulate a HSE auditing program every year and perform regular HSE audits on all operational organizations and the corporate HSE Unit. HSE audits are conducted at two levels. The first is corporate HSE audits conducted by the corporate HSE Unit to assess operational organizations, and the second is internal HSE audits conducted by operational organizations to assess field offices and other sites under their management. In principle, corporate HSE audits are conducted on all operational organizations once every three years. The internal HSE audits by operational organizations are conducted annually for all sites. In FY2024, out of the eight operational organizations, HSE audits for each level were conducted on four operational organizations engaged in operation and construction work. Through these HSE audits, we identify and control environmental risks and impacts related to our business, and monitor and improve the environmental performance of the entire organization.

In addition to the above, the Nagaoka Field Office conducts internal and external audits as stipulated in ISO 14001.

Furthermore, HSE audits are conducted by internal Lead Auditors who received an equivalent level of training to someone with international certification from the International Register of Certificated Auditors (IRCA).

## Metrics and Targets

### Environmental Metrics and Targets

In December 2022, INPEX established and published its policies and commitments on biodiversity conservation, water management, and waste management – which are material global environmental issues – through a resolution of the Board of Directors. In 2024, to further observe and promote our commitments, we also formulated measurable quantitative targets across the INPEX Group, as detailed below, and stated them in INPEX Vision 2035, which was published in February 2025.

#### Quantitative targets for biodiversity conservation

- Achieve net-zero deforestation in operational organizations starting in 2025 or later
- Implement 100% of planned biodiversity conservation activities

#### Quantitative targets for water management

- Maintain zero freshwater withdrawal in high water stress <sup>①</sup> areas

#### Quantitative targets for waste management

- Maintain a final landfill rate of 1% or less for drilling cuttings <sup>②</sup>
- Maintain recovery rate <sup>③</sup> of 70% or more of waste generated by regular operations

In 2024, the implementation rate of biodiversity conservation activities was 90%, the freshwater withdrawal in high water stress areas was zero, the final landfill rate of drilling cuttings was 0%, and the recovery rate of waste generated by regular operations stood at 83%. Regarding water management and waste management, we successfully achieved the goals we had set.

Moving forward, we will continue to strengthen and sustain these efforts while striving for further improvements.

<sup>①</sup> A state of limited availability of freshwater as defined by the World Resources Institute.

<sup>②</sup> Except in cases when the energy consumption and such required for recycling are significantly higher compare to landfill disposal.

<sup>③</sup> The percentage of INPEX's total generated waste that falls under the category of "Waste diverted from disposal" (Preparation for reuse; Recycling; Other recovery operations) in GRI 306.

## Environmental Pollution Measures

### Response to Blowouts and Oil Spill Incident

INPEX needs to be prepared not only for large-scale blowouts and oil spills at oil and natural gas development sites, but also for small-scale spills from tanks and pipelines at production facilities, which may affect the local community's safety, health, and business interests.

We have developed rules and procedures for consistent management aimed at preventing incidents. We also work with oil spill response organizations, including Oil Spill Response Limited – the world's largest provider of oil spill response services – to develop response structures according to our projects' risks and establish a structure for responding to a large-scale oil spill. At the same time, we constantly acquire knowledge of oil spill response technologies.

## Other Efforts for Environmental Pollution Measures

### Prevention of Air Pollution

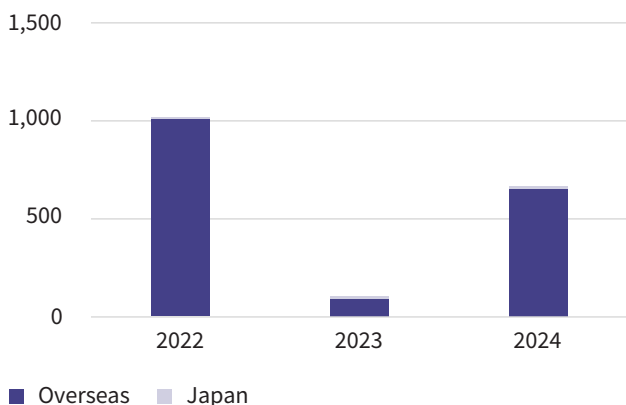
To reduce the impact of its business activities on air quality, we monitor our emissions and air quality and take measures to prevent air pollution in line with the laws and regulations of countries in which we operate our projects, and international good practice.

Air pollutants emitted from our project sites include sulfur oxides (SOx), nitrous oxides (NOx), and volatile organic compounds (VOCs). In our operator projects, we manage emissions by identifying the sources of Air pollutants – such as production processes, fuel combustion facilities, venting of natural gas, and shipment by tank trucks – and measuring and managing the amount of emissions released, striving to reduce air pollution.

Values may fluctuate because the amount of Air pollutants emitted is significantly affected by factors such as the state of operation of each facility. In FY2024, SOx emissions within the INPEX Group totaled 653 tons. NOx emissions stood at 3,380 tons, which is almost the same level as FY2023. Non-methane VOC (NMVOC) emissions were 3,023 tons, up approximately 14% from FY2023.

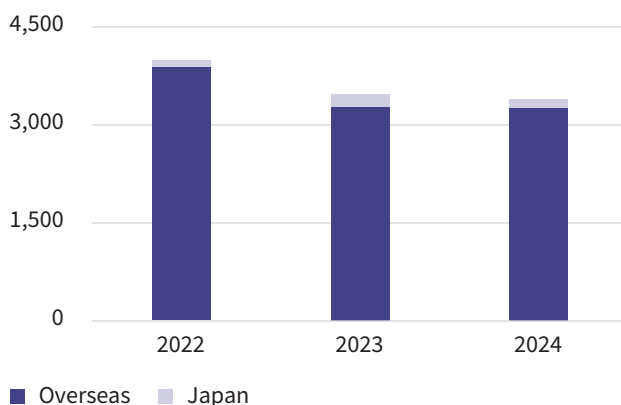
### Changes in SOx Emissions in Japan and Overseas

Unit: Ton



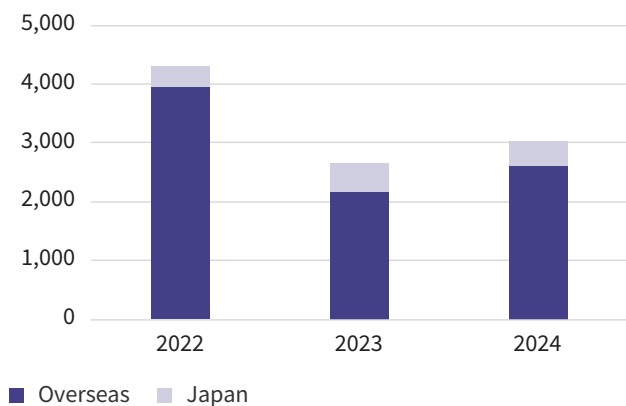
### Changes in NOx Emissions in Japan and Overseas

Unit: Ton



### Changes in NMVOC Emissions in Japan and Overseas

Unit: Ton



Please refer to the [Appropriate Waste Disposal and Development of a Circular Economy](#) or [Water Resource Management](#) – for details on environmental pollution measures related to our management of waste and water.

# Appropriate Waste Disposal and Development of a Circular Economy

## Commitments on Recycling and Appropriate Disposal

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INPEX actively practices the 3Rs of waste management – reduce, reuse, and recycle – at its projects, offices, and other business sites to reduce its environmental impact.

We also appropriately manage, treat, and dispose of waste generated by our operations in line with the laws and regulations of countries in which we operate our projects. We create waste management plans for waste generated at our operator project sites that incorporate legal requirements, risk management methods, treatment and disposal methods, and audit plans.

When we are unable to viably reuse industrial waste generated by our operations, we appropriately treat and dispose of it via licensed waste service providers. We also carry out confirmation through regular visits, inspections, and such on waste service providers.

Since FY2023, for waste generated at each of our business sites, we have introduced classification according to GRI 306 standard. We also conduct visits, interviews, and such on waste service providers to understand the detailed treatment process of waste up to final disposal and state of disposal. Through these efforts, we establish measurable quantitative targets across the INPEX Group. At the same time, we continue to further reduce the amount of waste for final disposal and promote reuse and recycling to work on appropriate waste management.

The amount of waste generated by our operating projects varies significantly depending on the type of the work conducted at each business site, such as the presence or absence of drilling operations. To identify issues relating to waste management in our operations, as well as to promote initiatives for the efficient use of resources including reuse and recycling, we have categorized the waste generated by routine and non-routine operations <sup>①</sup> and have been collecting the waste according to the GRI 306 reporting categories since FY2023. Of the approximately 12,000 tons of waste generated in routine operations, we recover approximately 10,000 tons. We carry out appropriate treatment, such as recycling, on the approximately 14,000 tons of cuttings generated in drilling operations, with none being disposed of through final landfill in FY2024.

To further observe and promote our commitments, in FY2024, we established "Maintain a final landfill rate of 1% or less for drilling cuttings" and "Maintain recovery rate of 70% or more of waste generated by regular operations" as Group-wide measurable quantitative targets. In FY2024, our landfill rate was 0% and our recovery rate was 83%. We will continue to work toward achieving and maintaining our targets.

<sup>①</sup> Drilling-related operations, etc.

## Efforts to Develop a Circular Economy

We will actively develop a circular economy in addition to our usual appropriate waste management and further implementation of the 3Rs.

Well drilling operations in oil and gas development generate geologically derived drill cuttings. Such cuttings can be said to be waste unique to oil and gas development, and they are often sent to a landfill for final disposal. Cuttings from our projects in Japan often undergo appropriate treatment by waste service providers and get reused as improved soil, including being used as roadbed and backfill materials.

### Overseas Efforts to Develop a Circular Economy

Since being awarded exploration rights in FY2019, we have been exploring Onshore Block 4 in the United Arab Emirates (UAE). We recycle the drill cuttings generated by this project through a cement manufacturer.

This recycling process is called co-processing, in which the mineral components in the drill cuttings are used as raw materials for products, and the combustible components, such as oil, are recovered as heat in the clinker production process. Through these processes, at least 500 tons of drill cuttings were recycled annually without generating secondary waste.

### Research toward the Development of a Circular Economy

In Japan, as part of our research and development of flaring reduction measures, we are studying the introduction of initiatives to reduce atmospheric CO<sub>2</sub> emissions by fixing carbon in flare gases through the use of methane pyrolysis technology.

Please refer to the [Efforts to Reduce GHG Emissions](#) for details.

CO<sub>2</sub>-methanation, which we have been studying for commercialization since FY2013, was selected in FY2021 as a project under the theme of Development of Technologies for CO<sub>2</sub> Reduction and Utilization (FY2021 to FY2026) by the New Energy and Industrial Technology Development Organization (NEDO). We are currently constructing Japan's first and one of the world's largest test facilities that is thermally insulated and isothermal, capable of producing 400 normal cubic meters of methane per hour. In the demonstration test scheduled to commence in FY2025, CO<sub>2</sub> recovered from the Nagaoka Field Office will be used to produce synthetic methane, which will then be introduced into our city gas pipelines and delivered to users. The CO<sub>2</sub>-methanation technology established through the demonstration test and such is expected to contribute toward the creation of a circular economy.



Recycling of drill cuttings at JEL

## Education and Training on Waste Management

We implement regular education and training for staff at our operational sites in Japan to ensure appropriate waste management practices. Through this education and training program, we aim to improve understanding of waste management laws, regulations, and systems, industrial waste classification and management methods, and 3Rs practices, and implement them continuously.

## Biodiversity Conservation

### Identification of Biodiversity-related Risks and Opportunities

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Please refer to [TNFD-related Initiatives](#) for details.

### Avoidance and Mitigation of, and Compensation for, Impacts to Protected Areas

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INPEX has made a commitment in our Policy and Commitments on Biodiversity Conservation to "not operate our businesses inside UNESCO World Natural Heritage site boundaries". We have confirmed that, as of December 31, 2024, none of our operator projects are operating in areas that we have defined as exclusion zones.

Furthermore, since FY2019, we have been enhancing our geographic information system (GIS) with information on protected areas obtained from the World Database on Protected Areas (WDPA) <sup>①</sup>, and animal and plant species that fall under the International Union for Conservation of Nature (IUCN) Red List categories below.

- Confirmation if our operator projects operate in any protected area
- Initial screening of potential impacts of new projects on protected areas
- Planning of biodiversity conservation activities in existing projects

<sup>①</sup> Database developed by the United Nations Environment Programme (UNEP) and International Union for Conservation of Nature and Natural Resources (IUCN)

### Promotion of a Net Positive Approach

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To better understand the present situation of our nature-related efforts and identify further necessary actions, we have utilized the World Business Council for Sustainable Development (WBCSD) practitioner's guide: "What does nature-positive mean for business?" published by the WBCSD for practitioners in 2021. In accordance with the WBCSD guidance, we identified that our progressing areas in particular are the development and disclosure of biodiversity and water commitments, and efforts to avoid, mitigate, and compensate for biodiversity impacts based on the mitigation hierarchy. In the future, we will consider nature-related impacts and dependencies in terms of the value chain and implement initiatives that contribute to net positive impacts.

### Promotion of Biodiversity Conservation Activities

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The type and degree of impact that our business activities have on biodiversity differ depending on the scale, activities, and location of each project. Accordingly, the biodiversity conservation efforts required for each project also differ. Therefore, we assess the materiality of biodiversity in the areas in which we operate, and the risks and impacts on biodiversity that each project brings. For environmentally sensitive areas that are particularly important (protected areas, critical habitats of threatened species, forests, mangroves, coral reefs, wetlands, and tidal flats, etc.), we plan and implement biodiversity conservation actions to avoid, mitigate, and compensate for the risks and impacts of the project, based on the mitigation hierarchy.

For many years, we have been conducting activities that contribute to biodiversity conservation at our sites in Japan and overseas. We will continue to enhance our biodiversity conservation activities across the INPEX Group based on our Policy and Commitments on Biodiversity Conservation established and published in December 2022.

In FY2024, to further observe and promote our commitments, we established "Achieve net-zero deforestation in operational organizations starting in 2025 or later" and "Implement 100% of planned biodiversity conservation activities" as Group-wide measurable quantitative targets. In FY2024, we implemented 90% of our planned biodiversity conservation activities.

Furthermore, to appropriately manage the impact of our business activities on biodiversity, we conduct biodiversity assessments at all sites of our operator projects. Based on the results, high-risk sites have been identified, and it has been confirmed that there are 7 sites (92,319.08 hectares) that we operate, are adjacent to areas for biodiversity conservation. At these high-risk sites, we have biodiversity management plans and are actively working to mitigate our impacts, conserve habitats, and enhance monitoring, among other efforts.

	Number of Sites	Area (ha)
Operational sites	46	92,416.44
Sites where biodiversity impact assessments are conducted	46	92,416.44
Of the sites assessed, sites in close proximity to critical biodiversity	7	92,319.08
Of the sites in close proximity to critical biodiversity, sites that have biodiversity management plan	7	92,319.08

### Overseas Efforts to Conserve Biodiversity

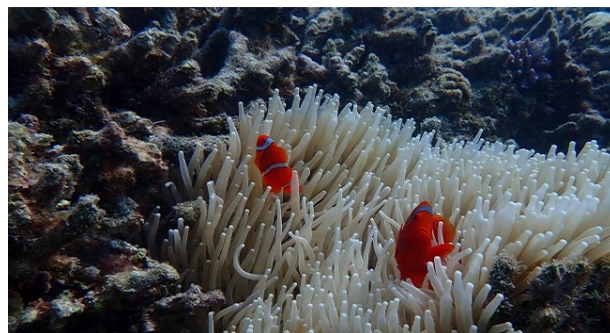
The Ichthys LNG Project’s onshore processing plant is located in Darwin Harbour, where extensive mangrove forests along the coast provide breeding and feeding grounds for fish and sea turtles. To protect this rich biodiversity, we have continued to comprehensively monitor wastewater quality, seawater quality, and growing conditions for mangrove forests and other natural vegetation in Darwin Harbour even after we began the project operation. We further contribute to biodiversity conservation around the plant by sponsoring marine research projects such as dugong studies in the Northern Territory.

Please refer to the [Cardno report: "Darwin Harbour – A Summary of the Ichthys LNG Project Nearshore Environmental Monitoring Program"](#) (page 98)

As a part of the Environmental and Social Impact Assessment process (AMDAL) for the Abadi LNG Project in Indonesia, we surveyed the distribution of coral reefs in the marine area near the project site using satellite image analysis in 2021 . We also conducted a coral reef survey by diving in the sea in front of the project site in November 2023. Using the results of these surveys, we are conducting an impact assessment and planning to formulate and implement measures to reduce the impacts on coral reefs based on a mitigation hierarchy.



Mangroves subject to environmental monitoring program around Darwin Harbour



Coral reefs in Indonesia

### Efforts to Conserve Biodiversity in Japan

#### Understanding of Characteristics of Environments around Site in Japan

In FY2021, we conducted desktop reviews to understand the regional characteristics of environments around sites in Japan (rivers, fishing grounds/farms, forests, biodiversity conservation areas, cultural heritages, natural monuments, critical habitats of threatened species, etc.). We then compiled this information using our GIS. This enabled us to understand the ecosystems around our sites, and also to understand environmentally sensitive areas around sites at the planning stage of new projects. The results of these reviews are also used to identify and assess – following the LEAP approach of the TNFD framework – the natural capital on which our sites depend or impact. Please refer to [TNFD-related Initiatives](#) for details.

### Efforts for Tokyo Bay UMI Project

In 2024, we started participating in the Tokyo Bay UMI Project, an environmental conservation initiative aimed at restoring and maintaining the rich natural environment of Tokyo Bay. This project aims to sustain biodiversity by restoring eelgrass beds in Tokyo Bay and increase public awareness and understanding of the sea through its activities. Through public-private collaboration, the Ministry of Land, Infrastructure, Transport and Tourism undertakes activities together with private companies and NPOs.

In 2024, we participated in an activity where sand and mulch were mixed with eelgrass seeds that were selected in the summer, packing the seeds into biodegradable, non-woven fabric packages and handing these to authorized divers to lay them on the seabed. Our employees and their families took part in this activity. All participants, including small children and adults, listened intently to a lecture on seed-planting by the Association for Shore Environment Creation, an NPO that runs the event, and enjoyed selecting and packaging the eelgrass seeds. The seeds planted on this occasion are expected to sprout on the sea floor and bloom next spring.



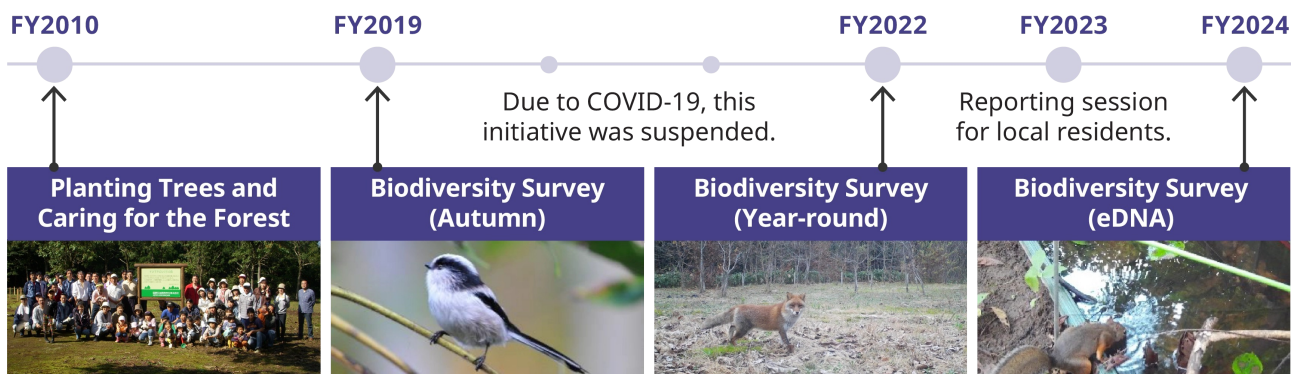
Commemorative photo with Amamon, the mascot of the Tokyo Bay UMI Project

### Efforts at "Kitsunedaira Donguri-no-mori"

As part of the Niigata Prefecture's Forest Management Support Program ongoing since FY2010, the Kitsunedaira Donguri-no-mori (Acorn Forest) Project is being conducted in the Fudosawa district of Nagaoka City, adjacent to the Nagaoka Field Office. In addition to this forestation activities, since FY2019, we have been conducting biodiversity surveys in Kitsunedaira Donguri-no-mori to investigate the species that are using and inhabiting the forest. As a result of the surveys conducted in FY2019 and FY2022, a wide variety of species have been observed, including antelopes and foxes. In FY2024, we conducted additional surveys using environmental DNA analysis in addition to the current survey methods.

#### Kitsunedaira Donguri-no-mori reforestation activities

- As part of Niigata Prefecture's "Forest Management Support Program" launched in FY2010, the Kitsunedaira Donguri-no-mori (Acorn Forest) Project is being conducted.
- In addition to conventional reforestation activities, a biodiversity pilot survey was conducted in autumn of FY2019.
- Based on the results of the autumn FY2019 survey, a year-round survey was conducted in FY2022.
- The results of the survey were shared with participants in forestation activities in FY2023.
- In addition to conventional reforestation activities, environmental DNA analysis was conducted in FY2024.



• Reforestation Activities

Twice a year, in spring and autumn, we work with local community members on forest maintenance, tree planting activities, and holding of nature observation sessions for children. (This initiative was suspended in 2020 due to COVID-19 and recommenced in 2024.)

In 2024, in addition to regularly conducting reforestation activities, we carried out environmental education for children regarding the species inhabiting Kitsunedaira Donguri-no-mori as well as their ecologies.

• 2024 Biodiversity Survey (Environmental DNA Analysis)

For approximately seven months, from April to October 2024, we placed eight sensor cameras in the same locations as the 2022 survey to understand the state of biodiversity at Kitsunedaira Donguri-no-mori continuously and in greater detail. We also created a makeshift water spot in the forest, and we similarly conducted fixed point observation using a sensor camera to study the species visiting the water spot. We also conducted an environmental DNA analysis study at the water spot, and by comparing with the results from the sensor camera study, we studied the potential of using environmental DNA analysis techniques.

At first, few species were confirmed at the water spot, but with time, the water spot came to be recognized and used as a place for bathing and a source of drinking water. The establishment of the water spot has led us to the identification of new species – such as the Eurasian goshawk and the ruddy kingfisher – that could not be identified in studies using only existing sensor cameras. It is suggested that installation of water spot has contributed to a more detailed understanding of the species inhabiting Kitsunedaira Donguri-no-mori. We also conducted environmental DNA analysis on water samples obtained from the water spot, and many birds and mammals confirmed by the sensor camera to frequently visit the water spot were also detected through the analysis. Through this study, in addition to existing methods such as those using sensor cameras, we think that it is possible to obtain highly accurate information for identifying species by conducting environmental DNA analysis. We also succeeded in detecting bats, reptiles, and amphibians, which are difficult to detect using sensor cameras. This information will be useful in selecting survey methods for future studies at Kitsunedaira Donguri-no-mori in the future.



Environmental education



Makeshift water spot and the installed sensor camera



Eurasian goshawk (chick)



Ruddy kingfisher (chick)



Common raccoon dog

# Water Resource Management

## Water Risk Assessment and Identification of High Water Stress Areas

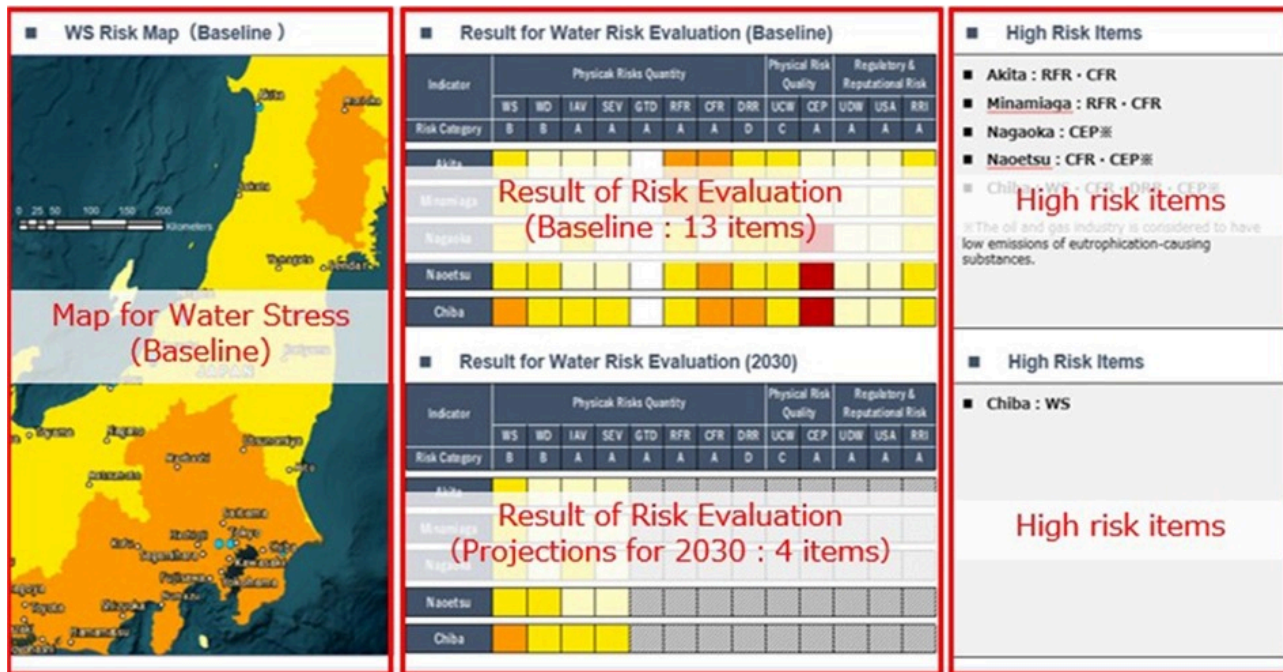
INPEX annually checks the water risk in the areas where its operator projects are located using Aqueduct, a water risk mapping tool developed by the World Resources Institute (WRI). The water risks we check include dependencies on water resources, impacts of our projects, potential future changes in water demand and quality, future potential regulatory changes at a local level, and reputation from external stakeholders. In FY2024, to further observe and promote our commitments, we also established "Maintain zero freshwater withdrawal in high water stress areas" as a Group-wide measurable quantitative target. As of the end of 2024, we are operating five oil and gas projects in production and one project under development as the operator. Among these, the Abadi Project, currently under development, is located in areas of high water stress. For this project, we are planning to install a seawater desalination plant. Therefore, no freshwater will be taken from the project area. Additionally, the exploration project at Onshore Block 4 in Abu Dhabi is also located in areas of high water stress. However, we procure water from a supplier that uses seawater desalination, no freshwater is being obtained from groundwater and such. In FY2024, we achieved our target of zero freshwater withdrawal in high water stress areas.

Since local water risks are influenced by various factors and change over time, we will continue to regularly identify water risks. If we find water risk to be high, we will plan and implement additional measures according to a mitigation hierarchy.

### List of Water Risk Issues to Be Assessed Using Aqueduct

Indicators	Indicator name	Explanation
Physical risks quantity	WS	Water stress
	WD	Water depletion
	IAV	Interannual variability
	SEV	Seasonal variability
	GTD	Groundwater table decline
	RFR	Riverine flood risk
	CFR	Coastal flood risk
	DRR	Drought risk
Physical risks quality	UCW	Untreated connected wastewater
	CEP	Coastal eutrophication potential
Regulatory and reputational risk	UDW	Unimproved/no drinking water
	USA	Unimproved/no sanitation
	RRI	Peak RepRisk country ESG risk index

Risk map of domestic 2024 risk assessment results and 2030 projections



Efforts Contributing to Efficient Water Use

We conducted a water balance survey to identify water usage and improve water efficiency in each operator project. The survey results were used to understand in detail and analyze water usage for each facility and process. We aim to keep reducing water consumption and improve wastewater quality while reflecting the insights gained from our understanding and analysis.

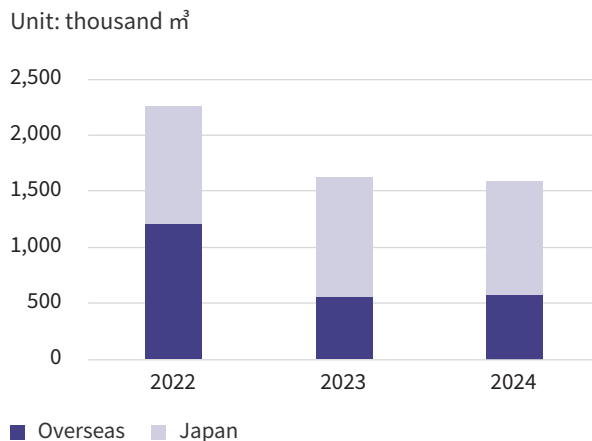
Use of Freshwater

As one of water resources we utilize in our business operations, we recognize the freshwater withdrawal management to be a major issue in our water management. We have been working to reduce our impacts on water resources by managing the water withdrawal of our operator projects in Japan and overseas as well as the discharge of produced water arising from oil and natural gas production. Our operator project sites use freshwater (tap water, industrial water, and groundwater) mainly as coolants and for power generation and excavation work. In FY2024, the volume of freshwater used across the INPEX Group totaled 1,590 thousand cubic meters.

In addition to using groundwater for normal cooling and drilling operations in Japan, we also use it for melting snow in winter. We are also taking action to reduce our freshwater consumption, including by adopting a circulating system for cooling water, and equipping snow-melting systems with automatic start and shutoff mechanisms.

Within the Ichthys LNG Project, we conduct investigations into freshwater consumption with the aim of reducing consumption in its facilities. We use the findings of these investigations to consider the feasibility of cost-effective approaches for reducing freshwater consumption by reusing water, such as treated wastewater from processing as well as wastewater and condensed steam from power generation facilities.

Annual Freshwater withdrawal in Japan and overseas



### Use of Seawater

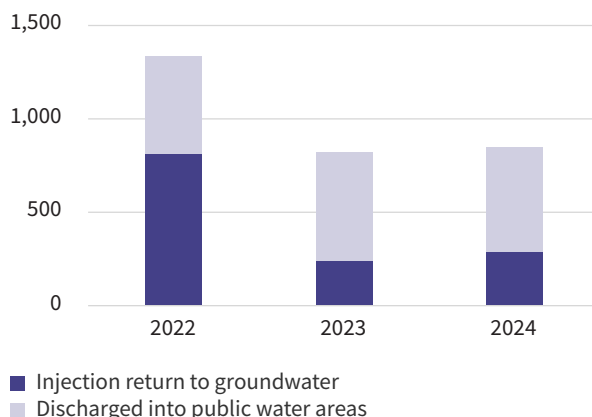
Instead of freshwater, the Ichthys LNG Project’s offshore production facilities use seawater for cooling, and the Naoetsu LNG Terminal uses it for heat exchange in the vaporizer. Mandatory checks of seawater temperature difference between water withdrawal temperature and wastewater temperature as well as residual chlorine levels ensure that the marine environment will not be harmed. These checks also guarantee local laws and regulations and international guidelines are met before the used seawater is discharged back into the sea. At Abu Dhabi, which has high water risks, we use desalinated seawater instead of freshwater such as groundwater.

### Wastewater Management of Produced Water

Produced water from our oil and natural gas projects is reinjected underground, or discharged as wastewater, after being confirmed to comply with the wastewater standards in local and international guidelines. In FY2024, 33% of the total produced water (approximately 0.85 million cubic meters) was reinjected, while the remainder was discharged into rivers or seas after treatment.

#### Annual Produced Water Discharge in Japan and Overseas

Unit: thousand m<sup>3</sup>



### Appropriate Treatment and Management of Produced Water

At our operator projects, produced water is injected into injection wells – with maintained integrity – and returned underground, or discharged into rivers and seas after going through water treatment systems and meeting the standards stipulated in the laws and regulations of the respective country or region. Regarding the discharge of produced water into the sea, besides existing regulations targeting dispersed oil in the water, some countries and regions have gone on to adopt regulatory values that also include dissolved hydrocarbon components. For the operation of the Ichthys LNG Project, we also adopt a tertiary advanced processing system that uses Macro Porous Polymer Extraction (MPPE) to remove soluble hydrocarbons before discharging produced water that have met the standard values into the sea.

### Education and Training on Water Management

We regularly provide education and training to the staff at our operational sites in Japan to ensure appropriate water management practices and promote efficient water use. We invited an outside lecturer to conduct a seminar on the Mine Safety Act and Water Pollution Prevention Act. We will continue to work on efforts to enhance knowledge and awareness of our staff as necessary.

## TNFD-related Initiatives

INPEX is enhancing its biodiversity and nature-related initiatives in line with global trends.

We have participated in the TNFD Forum since FY2022, and have started gathering information related to the TNFD framework <sup>1</sup> and conducting internal assessment on a trial basis.

With the final recommendations of the TNFD published in September 2023, there is increasing global interest in the organization's nature-related measures and disclosure requirements. The TNFD disclosure recommendations include required assessment and actions factoring in nature-related materiality, regional characteristics of businesses, and value chains. While considering the best way to meet these disclosure requirements, we will undertake ongoing assessment, improvement, and disclosures. This includes identifying the required data and developing assessment processes.

<sup>1</sup> TNFD framework is established by the Taskforce on Nature-related Financial Disclosures (TNFD) to assess nature-related risks and opportunities, and to disclose that information. The LEAP approach is a process proposed in the framework for systematically assessing nature-related risks and opportunities. The LEAP approach involves four phases: (1) Locate the interfaces with nature; (2) Evaluate dependencies and impacts on nature; (3) Assess nature-related risks and opportunities; and (4) Prepare to respond to nature-related risks and opportunities, including reporting on material nature-related issues to the primary users of financial reports and other stakeholders.

## Nature-related Governance

### Governance Structure

INPEX's governance structure for environmental management, including biodiversity conservation, is detailed under the heading of Governance in [Sustainability Structure](#).

### Stakeholder Engagement

As part of our business activities, we strive to build and maintain strong and trusting relationships with all stakeholders, including local communities and indigenous peoples.

As detailed under the heading of [Respect for Human Rights](#), we support international norms such as the United Nations Guiding Principles on Business and Human Rights, and the human rights principles of the United Nations Global Compact. We also established and published the INPEX Group Human Rights Policy in FY2017, and implement measures to address the human rights of all stakeholders in each region where we engage in our business activities, including stakeholders in our supply chains.

As detailed under the heading of [Human Rights Due Diligence](#), we identify, map, and actively communicate with stakeholders around our project sites from the initial stage of a project. In our environmental and social impact assessments, in particular, we deal and maintain dialogue with local communities and indigenous peoples in accordance with the Performance Standards established by the International Finance Corporation (IFC), which are global environmental and social guidelines.

## Strategy regarding Nature

Biodiversity loss is, together with the need to address climate change, a social issue at the global level. Internationally, discussions are ongoing at the Conference of the Parties to the Convention on Biological Diversity (CBD-COP) and there is increasing importance placed on the expectations and roles of companies regarding biodiversity conservation. There is a growing possibility that such changes in the business environment may link the risk of biodiversity loss directly to our risks that include those related to trust, financing, laws and regulations, and markets.

To enhance our biodiversity conservation efforts, in FY2022, we updated our [HSE Policy](#) and established and published our policies and commitments on [biodiversity conservation](#), [water management](#), and [waste management](#). As part of these commitments, we have identified risks and opportunities concerning biodiversity. When establishing and updating these commitments, we referenced international frameworks and guidelines, including the Kunming-Montreal Global Biodiversity Framework, IFC's Performance Standard 6, the TNFD Framework, and guidance from IOGP and Ipieca, while also considering the business activities and local characteristics of our projects.

We also established measurable targets for achieving our environmental commitments and stated them in [INPEX Vision 2035](#), which was published in February 2025. We will deepen our efforts to deal with nature-related issues at the Group-wide level.

## Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities

In FY2023, we conducted a trial assessment on our operator projects in Japan (14 sites) based on the LEAP approach of the TNFD Framework beta release (v0.4).

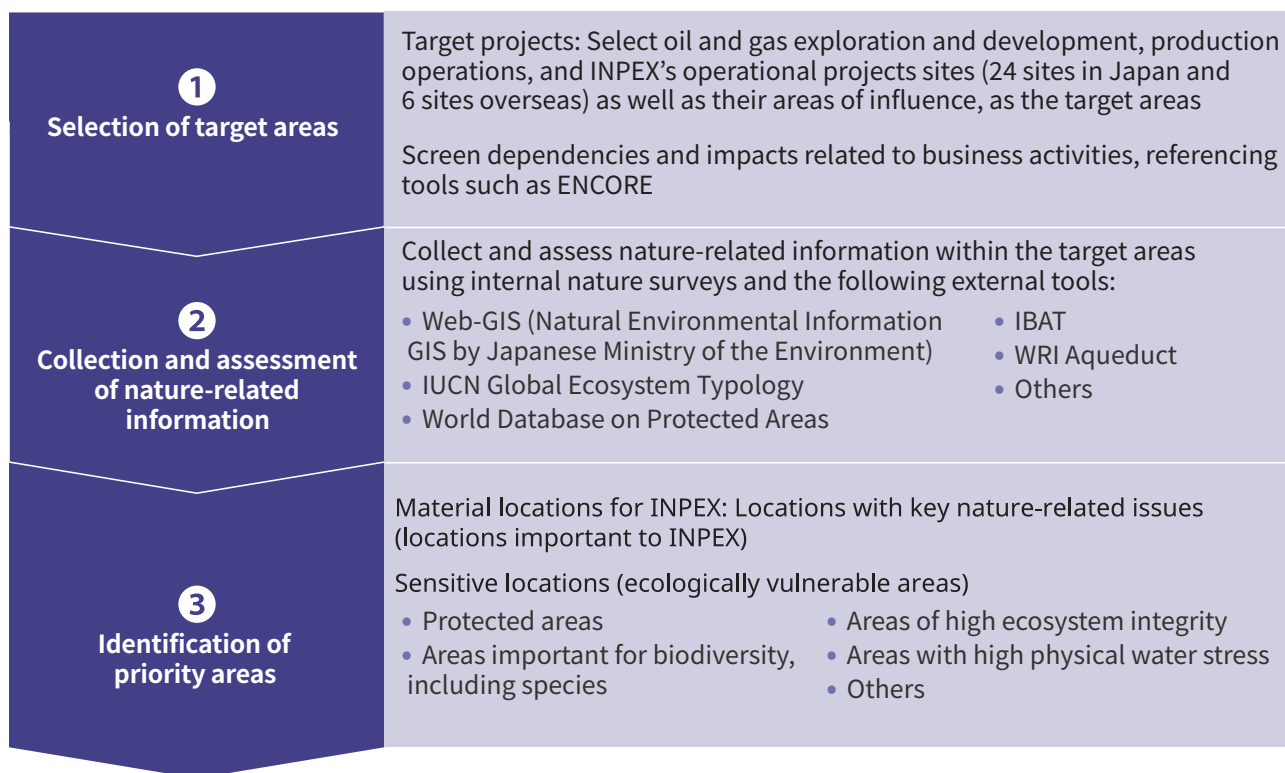
The final recommendations for the TNFD framework (v1.0) were officially published in September 2023, and the guidance on the LEAP approach (v1.1) was updated in October 2023. We therefore updated our trial assessment method. In FY2024, we also expanded the scope of our operator projects for the trial assessment to 24 sites in Japan and 6 sites overseas.

The Locate and Evaluate processes of our FY2024 trial, following the LEAP approach of the TNFD framework (v1.0), are explained below.

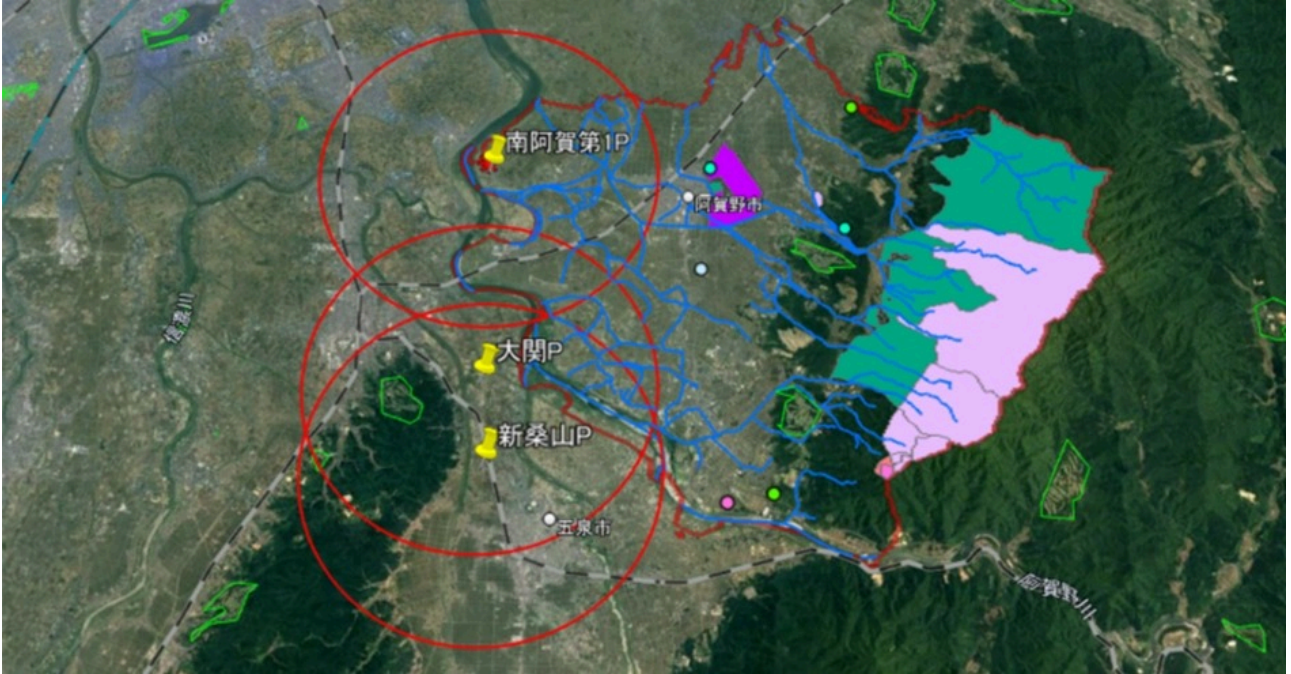
### Locate (Locate Your Interface with Nature)

In the Locate phase, based on the TNFD guidance, we identified priority locations, taking into consideration the impacts of our operations’ business activities on nature as well as the impacts of changes in the natural environment on our operations. We identified priority locations using the three steps below to understand their materiality to the Company and the ecosystems around the assessed sites.

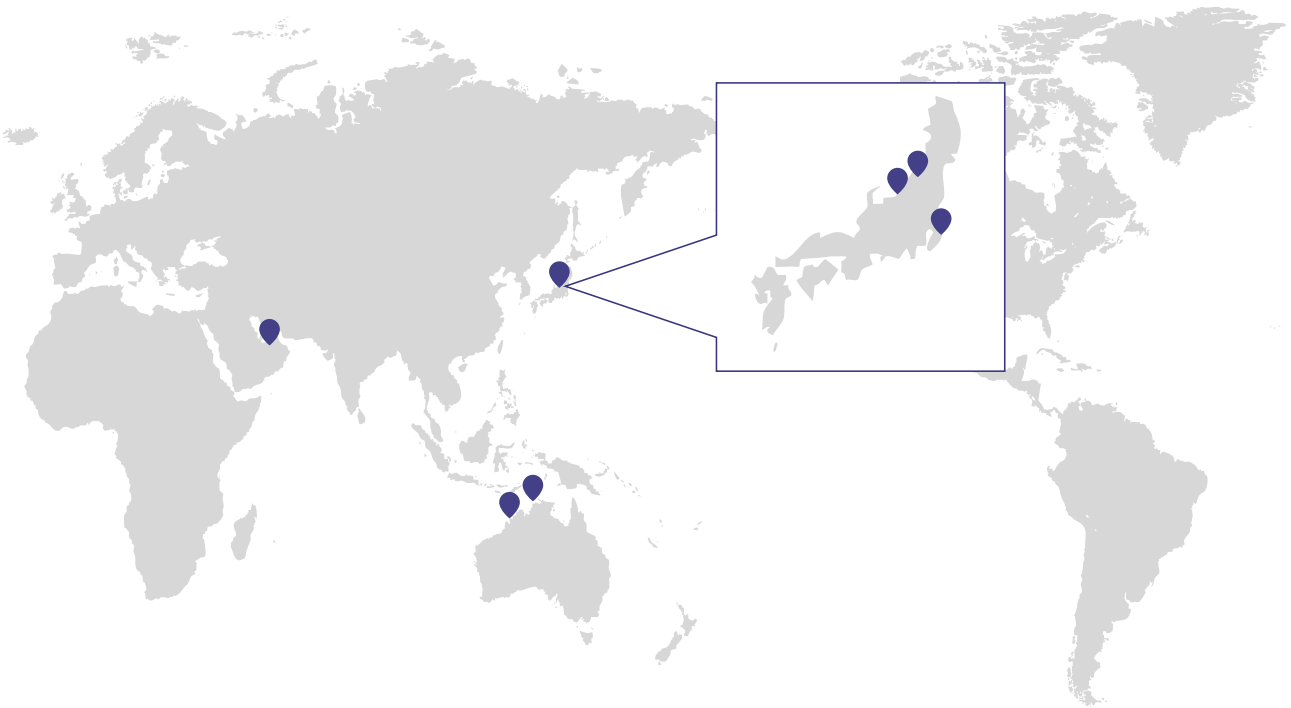
### Steps in the Assessment’s Locate Phase



### Overview of internal database of ecosystem-related data



### Priority locations in INPEX's operator projects identified in FY2024's assessment



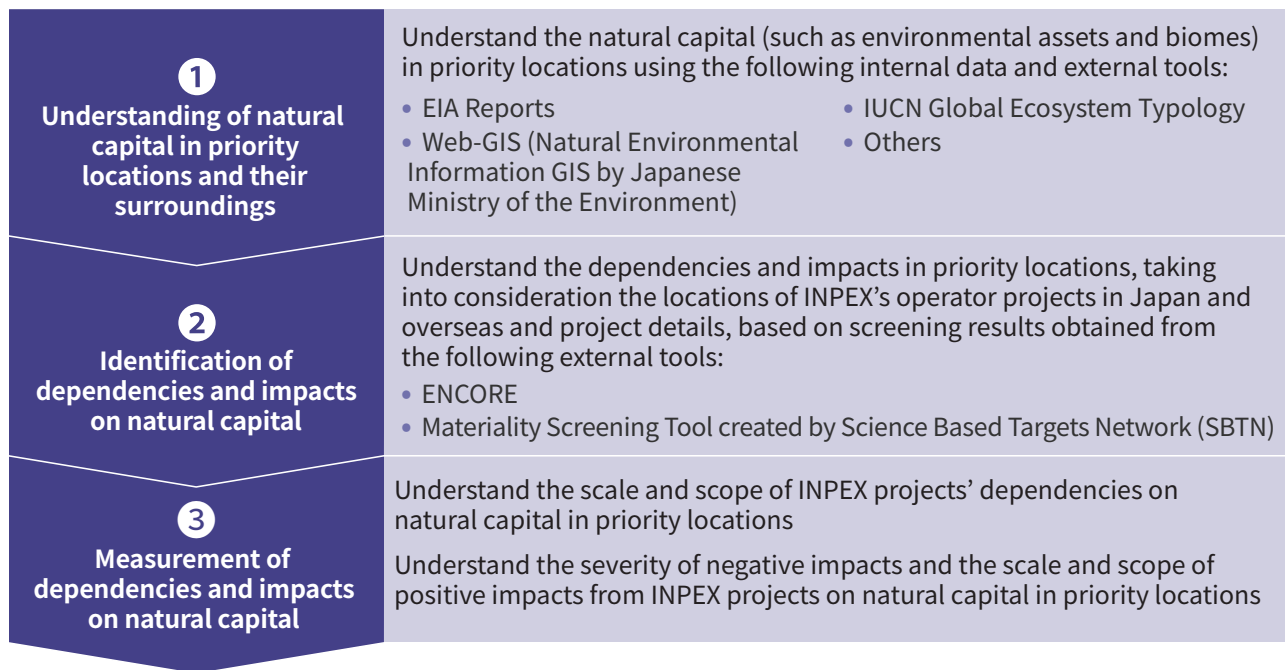
			Material locations	Sensitive locations
			Are there key dependencies, impacts, risks, or opportunities?	Is this an area with high vulnerability to nature, or adjacent to such an area?
Priority Locations	Project Details		<ul style="list-style-type: none"> <li>Project scale</li> <li>Project description</li> <li>Dependency on ecosystem services</li> <li>Existence of neighboring communities</li> </ul>	<ul style="list-style-type: none"> <li>Biodiversity importance</li> <li>Ecosystem integrity</li> <li>Physical water risk</li> <li>Ecosystem service provision importance</li> </ul>
<b>Japan</b>	Nagaoka Field Office	Production, storage, transportation, power generation, and underground storage of natural gas and condensate	✓	
	Minamiaga Field Office	Production and transportation of natural gas and crude oil		✓
	Chiba Field Office (Discharge outlet)	Brine discharge during emergencies		✓
	Naoetsu LNG Terminal	Storage and vaporization of LNG		✓
<b>Australia</b>	Ichthys LNG plant	Production, storage, and transportation of natural gas and condensate	✓	✓
	Offshore Facilities (CPF, FPSO)	Production, storage, and transportation of natural gas and condensate	✓	
<b>UAE</b>	JEL	Test production of natural gas and crude oil	✓	✓
		Lorry transportation		

**Evaluate (Evaluate Your Dependencies and Impacts on Nature)**

In the Evaluate phase, based on the screening results from ENCORE 2 and such, we identified our business activity-related dependencies and impacts at our priority locations. Our activities, which are categorised in the oil and gas development sector, have impacts on a range of terrestrial, freshwater and marine ecosystems, as well as the atmosphere and aquatic environments around our areas of operations. We also depend on a range of ecosystem services for our operations. ENCORE assessments generate a typical result for the sector, therefore we conduct our in-house assessment, including adding weights to the assessment items, with consideration to the locations and business activities of our project sites in Japan and overseas.

2 ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) is a tool for assessing nature-related dependencies and impacts of each business sector and production process. It was developed mainly by the United Nations Environment Programme Finance Initiative (UNEP FI) and United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

### Steps in the Assessment's Evaluate Phase



### Dependencies and Impacts at INPEX's Operator Projects

The results of this assessment showed that our business activities have an especially high level of dependencies on the following four natural capital services. These ecosystem services are essential for stable operations and environmental risk management. It is necessary to carefully assess the impacts of changes in natural capital on business.

**1. Water supply service necessary for business activities**

A large amount of water is needed in the oil and gas production process. A stable supply of water is essential in the cooling process, and operation risks increase in high water stress areas. Please refer to the [Water Resource Management](#) for details of our efforts for water resource management.

**2. Dilution service for pollutants emitted by business activities**

To limit atmospheric pollution and impacts on water quality arising from our business activities, we carry out appropriate measures to prevent air pollution and wastewater treatment in line with the laws and regulations of countries in which we operate, and international good practice. Furthermore, we depend on the ventilation and dilution functions of the natural environment (atmosphere, rivers, and oceans), and it is important these functions are maintained properly. If the quantity or quality of water in a watershed deteriorates, its dilution capability will drop, placing a greater burden on the environment. At the same time, there may also be impacts on continuity of operations. We will continue to comply with environmental regulations, strengthen air quality and water resource management, and study measures to maintain sustainable operations.

**3. Climate regulation service for stable operations**

Our business activities may be affected by climate conditions such as atmospheric temperature, rainfall, and wind speed. An increase in extreme weather phenomena (such as hurricanes, drought, and rising sea levels) may lead to impacts on our business activities, including changes to equipment operation conditions and suspension of operations. Please refer to the [Climate Change](#) for details.

**4. Soil and sediment retention service for stable operations (Nagaoka Field Office)**

Solid ground is essential for the stable equipment operation. The topography around the Nagaoka Field Office comprises flat grasslands and hilly and mountainous areas, with a mix of residential areas, farms, forests, and industrial facilities. Therefore, it is thought that there are high dependencies on the soil and sediment retention service provided by the surrounding vegetation. The occurrence of floods and storms around the Nagaoka Field Office may lead to land erosion, ground sinking, and such, and to impacts on our business activities. We clearly state risks related to heavy rain and floods in our risk register, develop manuals for proper management, and take other measures to achieve quick responses and minimize damage. We also established a structure for staying on alert using a disaster monitoring system and hazard maps, adopting measures for ensuring safety.

The assessment results identified two main factors impacting the natural environment due to our business activities. These factors are directly linked to business sustainability and regulatory compliance, necessitating careful management and the implementation of appropriate measures.

### 1. Changes in terrestrial and marine ecosystem use in business activities

Changes in terrestrial and marine ecosystem use arise from our business activities. On land, deforestation and site preparation for facility construction may have impacts on the ecosystem and may lead to land erosion and loss of biodiversity. At LNG terminals located in coastal areas, land reclamation and dredging may lead to marine environmental changes or impacts to the ecosystem. We develop and implement management plans to minimize the impacts from changes in terrestrial and marine ecosystem use.

### 2. GHG emissions from business activities

GHG emissions from business activities form a material impact driver for the loss of biodiversity arising from climate change. In our business activities, GHG is emitted from various phases such as drilling, production, and transportation. Please refer to the [Climate Change](#) for details on our specific measures for GHG emission reduction.

## Nature-related Dependencies at INPEX's Priority Locations

Ecosystem Services	Japan				Australia		UAE
	Nagaoka Field Office	Minamiaga Field Office	Chiba Field Office	Naoetsu LNG Terminal	Ichthys LNG Onshore Plant	Ichthys LNG Offshore Facilities (CPF, FPSO)	JEL
Animal-based energy	-	-	-	-	-	-	-
Biomass provisioning services	VL	VL	-	VL	-	-	-
Water supply	H	M	-	H	H	H	H
Genetic material services	-	-	-	-	-	-	-
Bioremediation	-	-	-	-	-	-	-
Soil and sediment retention	H	-	-	-	-	-	-
Water purification	M	L	-	-	-	M	-
Soil quality regulation	-	-	-	-	-	-	-
Dilution by atmosphere and ecosystems	M	M	L	M	M	H	M
Disease prevention or pest control	-	-	-	-	-	-	-
Air filtration	-	-	-	-	-	-	-
Flood mitigation	H	-	-	-	L	-	-
Storm mitigation	H	-	-	-	L	L	-
Climate regulation	L	L	-	M	M	L	L
Nursery population and habitat maintenance	-	-	-	-	-	-	-
Noise attenuation	-	-	-	-	-	-	-
Mediation of sensory impacts	-	-	-	-	-	-	-
Pollination services	-	-	-	-	-	-	-
Water flow regulation	H	L	-	-	-	-	-
Rainfall pattern regulation	-	-	-	-	-	-	-
Visual amenity	-	-	-	-	-	-	-
Recreation - education, scientific, research	VL	-	-	-	-	-	-
Spiritual, artistic and symbolic	-	-	-	-	-	-	-

VH Very High   H High   M Moderate   L Low   VL Very Low

## Nature-related Impacts at INPEX's Priority Locations

Impact Drivers	Japan				Australia		UAE
	Nagaoka Field Office	Minamiaga Field Office	Chiba Field Office	Naoetsu LNG Terminal	Ichthys LNG Onshore Plant	Ichthys LNG Offshore Facilities (CPF, FPSO)	JEL
Terrestrial ecosystem use	H	H	H	–	H	–	H
Freshwater ecosystem use	M	M	–	–	–	–	–
Marine ecosystem use	–	–	M	H	H	H	–
Water use	M	M	–	M	M	M	L
Other resource use	–	–	–	–	–	–	–
GHG emissions	M	M	–	M	H	H	M
Non-GHG air pollutants	M	M	–	M	M	M	M
Water pollutants	M	M	L	M	M	M	L
Soil contaminant	L	L	L	L	L	–	L
Solid waste	M	M	–	M	M	M	M
Disturbance	M	M	–	M	M	M	M
Invasive alien species	L	L	–	L	L	L	L
Social impact	M	M	M	M	M	M	M

VH

Very High

H

High

M

Moderate

L

Low

VL

Very Low

## Specific Nature-related Initiatives

Based on the mitigation hierarchy, we implement initiatives to avoid and reduce negative impacts on biodiversity, and to regenerate and restore nature. We also actively collaborate with other companies and industry bodies, such as providing and collecting nature-related information through IOGP, Ipieca, and Society of Petroleum Engineers (SPE) conferences, and exchanging knowledges with energy companies in Japan and overseas.

Please refer to the [Biodiversity Conservation](#) under the Biodiversity Conservation and Environmental Pollution Measures for details on our specific efforts for biodiversity and nature.

## Future Initiatives

In the LEAP assessments conducted in FY2023 and FY2024, we assessed the relationships between our operator projects and the natural environment. Based on the results and knowledge obtained, we will continuously improve our in-house assessment method and update the assessment results. In FY2025, we plan to expand the assessment scope while considering the state of our projects and assess our nature-related material risks and opportunities.

## Disclosures in Line with "Recommended Disclosures and Guidance for All Sectors" of the TNFD

TNFD's recommended disclosures	Sustainability Report 2024
<p><b>Governance</b></p> <p>a) The board's oversight of nature-related dependencies, impacts, risks and opportunities.</p> <p>b) Management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.</p> <p>c) Human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Structure</a></li> <li>• <a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Structure</a></li> <li>• <a href="#">INPEX website &gt; About INPEX &gt; Basic policies &gt; INPEX Group Human Rights Policy</a></li> <li>• <a href="#">Social &gt; Human Rights &gt; Respect for Human Rights</a></li> <li>• <a href="#">Social &gt; Human Rights &gt; Human Rights Due Diligence</a></li> <li>• <a href="#">Social &gt; Human Rights &gt; Response to Feedback from Stakeholders</a></li> <li>• <a href="#">Social &gt; Human Rights &gt; Engagement with Indigenous Communities</a></li> </ul>
<p><b>Strategy</b></p> <p>a) The nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, mid and long term.</p> <p>b) The effect nature-related dependencies, impacts, risks, and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.</p> <p>c) The resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.</p> <p>d) The locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (Risks and opportunities are being considered and disclosed for the future)</a></li> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (Risks and opportunities are being considered and disclosed for the future)</a></li> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities</a></li> <li>• <a href="#">INPEX website &gt; Our business</a></li> </ul>

TNFD's recommended disclosures	Sustainability Report 2024
<b>Risk and impact management</b>	
a) The processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks, and opportunities in its upstream and downstream value chain(s)	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities</a></li> </ul>
b) The processes for monitoring nature-related dependencies, impacts, risks and opportunities.	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (For future consideration)</a></li> </ul>
c) How processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (For future consideration)</a></li> </ul>
<b>Metrics and targets</b>	
a) The metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (For future consideration)</a></li> <li>• <a href="#">Performance Data &gt; Environment</a></li> </ul>
b) The metrics used by the organization to assess and manage dependencies and impacts on nature.	<ul style="list-style-type: none"> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; TNFD-related Initiatives &gt; Identification and Assessment of Nature-related Dependencies, Impacts, Risks, and Opportunities (For future consideration)</a></li> <li>• <a href="#">Performance Data &gt; Environment</a></li> </ul>
c) The targets and goals used by the organization to manage nature-related dependencies, impacts, risks, and opportunities and its performance against these.	<ul style="list-style-type: none"> <li>• <a href="#">Sustainability at INPEX &gt; Sustainability Management &gt; Sustainability Material Issues: Targets and Achievements</a></li> <li>• <a href="#">Environment &gt; Biodiversity Conservation and Environmental Pollution Measures &gt; Metrics and Targets</a></li> <li>• <a href="#">Performance Data &gt; Environment</a></li> </ul>



# / Social

## 79 Safety

79 Governance and Strategy

81 Risk Management

82 Metrics and Targets

85 Other Initiatives

## 87 Human Capital

87 Governance and Strategy

90 Risk Management and Metrics and Targets

91 Key Efforts to Make INPEX the Employer of Choice

## 103 Human Rights

103 Respect for Human Rights

104 UK Modern Slavery Act Statement

105 Response to Feedback from Stakeholders

111 Human Rights Due Diligence

116 Engagement with Indigenous Communities

118 Contribution Activities in Various Countries

125 Supply Chain Management

# / Safety

## Governance and Strategy

### Governance

INPEX’s safety governance structure is detailed in [Sustainability Structure](#) under the heading of Governance.

### Strategy

#### HSE Policy

First issued in November 2003, our Health, Safety and Environmental Policy is reviewed and updated every few years. We reissued it as “HSE Policy” in January 2025, and it sets out our policy and HSE-related initiatives. The executive officer in charge of HSE is responsible for these initiatives. Please refer to the [HSE Policy](#) on our website for details.

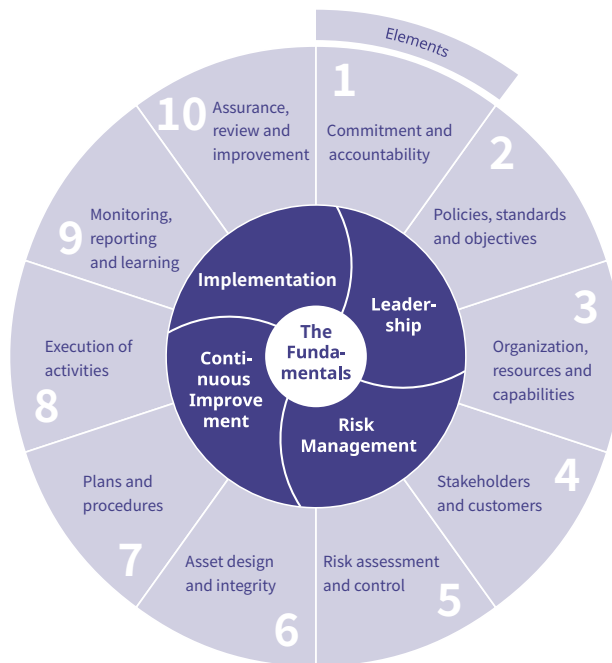
#### HSE Management System

To ensure implementation of the HSE Policy in our business activities, we adopted an HSE Management System (HSEMS) based on the International Association of Oil & Gas Producers (IOGP) OMS510 <sup>1</sup> report, referencing the international standards ISO 9001, ISO 14001, and ISO 45001. Founded on the principles of leadership, risk management and continuous improvement, OMS510 is the foundation for improving the performance and effectiveness of our HSEMS.

Based on these principles, the HSEMS Standard sets forth essential structural requirements for implementing the HSEMS, including the preparation and revision of key HSE documents (rules, standards, guidelines, etc), the development of HSE organizations, as well as HSE-related technical support for each division, education and training, communication activities, and periodic audits and reviews.

<sup>1</sup> IOGP Report No. 510 “Operating Management System Framework for controlling risk and delivering high performance in the oil and gas industry”

#### HSEMS Structural Diagram



The Nagaoka Field Office, our largest field office in Japan, obtained environmental certification ISO 14001 in FY2003 and has since maintained it in conjunction with our HSEMS.

## Risks and Opportunities

The geopolitical landscape underscores the strategic importance of a stable energy supply in the transition to net zero. We aim to enhance our corporate value and grow as a sustainable energy supplier through HSE management across the INPEX Group. The risks and opportunities we can anticipate from a safety perspective are outlined below.

**Risks:** Personal injury, production stoppages, and construction delays due to explosion or fire at our drilling and production facilities

**Opportunities:** Development of a structure enabling stable supply through risk management to prevent major incidents

## HSE Objectives and Programs

We set corporate-level HSE objectives annually to ensure the continuous improvement of our HSEMS and achieve Group-wide HSE management. We also develop and execute an annual HSE program that summarizes activities to achieve the key HSE objectives at each site as well as at the corporate level, and we manage progress toward achieving the objectives.

Our ultimate goal is to ensure all employees at worksites can return home each day free from injury. The safety of the employees and contractors involved in our projects is our top priority, so we manage safety risks through our HSEMS.

The main outcome from our corporate HSE activities in FY2024 was the improved communication between senior management and site personnel which was achieved through site visits and our Safety Month campaign. We also developed the foundation for improved safety metrics by promoting labor safety measures and process safety awareness-raising activities focused on the causes of incidents. Please refer to [Metrics and Targets](#) for the status of our HSE objective achievement in FY2024.

HSE objectives incorporating key safety measures for FY2025 are detailed below.

- Initiatives for Group-wide incident reduction to achieve zero major incidents
  - Ensure compliance with Life-saving Rules and implement safety measures at every site
  - Analyze incident trends and enhance measures for specific risks
  - Manage health, including mental health, at each location and maintain healthy and safe workplace environments
- Enhancement of Group-wide process safety management
  - Build mechanisms for improving process safety management competency and prepare for Group-wide implementation
  - Enhance process safety management by reviewing process safety management requirements and adopt them into the net zero businesses, etc.
- Establishment and implementation of HSE management in all business areas
  - Develop a roadmap for reorganizing HSEMS documents in response to business diversification, plan assurance activities and confirm the effectiveness of the HSEMS
- Enhancement of HSE communication by senior management
  - Facilitate regular HSE communication by senior management and leaders at our worksites

# Risk Management

## HSE Risk Management

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We identify and assess HSE risks at our operator projects through the HSEMS to minimize any potential negative impacts, and confirm the risks are managed to an acceptable level before engaging in operations.

Further, to achieve zero major incidents, we conduct thorough HSE risk management through the INPEX Group. As part of these efforts, our corporate HSE Unit receives quarterly reports on risks that have the potential to cause major accident events <sup>1</sup> and other top 10 risks at each of our operator projects. We confirm the reported risks are being managed to as low as reasonably practicable (ALARP) and report our findings to the Executive Committee.

<sup>1</sup> Events that cause fatalities, serious injuries, and other serious harm to people and property in the surrounding area, including explosions, fires, and toxic gas clouds resulting from large-scale leakages

## HSE Audits

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To assess whether the HSEMS is being utilized consistently, in addition to regular audits conducted by the Audit Unit, the HSE Unit also develops an annual HSE audit program for operational organizations and conducts HSE audits based on the program.

HSE audits consist of two levels: corporate HSE audits conducted by corporate HSE on operational organizations, and operational HSE audits conducted by operational organizations on gas fields and other sites under their management. As a result, our structure ensures HSEMS internal audits are planned and conducted annually on all site locations. In FY2024, HSE audits were conducted on four operational organizations engaged in operation or construction work.

In addition to the above, the Nagaoka Field Office conducts internal and external audits as required by ISO 14001.

Further, HSE audits are conducted by in-house lead auditors who have completed training equivalent an internationally certified IRCA.

# Metrics and Targets

## Metrics and Targets for Achieving Zero Major Incidents

We have defined fatalities, serious injuries, and major leaks as major incidents that must never occur during our operations. We set "Zero Major Incidents" as one of our management targets and subsequently set common safety targets covering all employees. In FY2024, we achieved our goal of zero major incidents.





## Other Metrics and Targets

To quantitatively measure our safety performance, we monitor two safety metrics of injury-causing incidents for all employees and contractors involved in our projects: the lost time injury rate (LTIR) ❶ and the total recordable injury rate (TRIR) ❷. We gather such data in accordance with reporting guidelines defined by IOGP. We also monitor our progress toward the targets we have set while benchmarking ourselves against IOGP participating companies.

Our LTIR and TRIR for FY2024 were 0.45 and 1.95 respectively, representing a year-on-year improvement for both metrics, but we did not achieve our targets. A Tier 1 process safety event ❸ also occurred at the Ichthys LNG onshore facility, where a damaged seal on a pressure-reducing valve was found to have caused a gas leak. When the leak was detected, we immediately shut off the relevant lines, repaired the valve and took steps to investigate the cause and prevent a recurrence.

- ❶ Rate of fatalities and injuries resulting in lost time per million hours worked
- ❷ Rate of fatalities, injuries resulting in lost time, and injuries not resulting in lost time or requiring medical treatment per million hours worked
- ❸ Tier 1 and Tier 2 process safety events are unexpected releases or leakages of substances including flammable liquids. In line with IOGP requirements, we classify and report such events as Tier 1 or Tier 2 depending on the degree of consequence (personal harm, direct cost to the Company, type and quantity of material released, etc.).

## Incident Prevention Efforts

YEAR 2024									
Fatalities		Process Safety Event				LTIR		TRIR	
									
No. of fatalities		Process safety event Tier 1		Process safety event Tier 2		Lost time injury rate		Total recordable injury rate	
0		1		1		0.45		2.06	
Target	0	Target	0	Target	-	Target	0.28	Target	1.95

## HSE-related Targets and Results (FY2024 HSE Objectives)

Evaluation of HSE objectives in FY2024, including environment-related objectives and future actions are detailed below. Please refer to the [Biodiversity Conservation and Environmental Pollution Measures](#) sector for details on our initiatives related to the environment.

1. Strengthen incident prevention efforts		
FY2024 objectives	Evaluation	Evaluation and future actions
Quickly share incident information and lessons, and analyze trends such as root causes. Also, conduct thorough safety education and dialogues with employees and contractors.	Poor	<ul style="list-style-type: none"> <li>Despite INPEX Group-wide LTIR and TRIR declining slightly from last year (2023: LTIR 0.51, TRIR 2.17/2024: LTIR 0.45, TRIR 2.06), still failed to achieve IOGP average levels (Ref. 2023: LTIR 0.24, TRIR 0.84).</li> <li>One Tier 1 process safety incident occurred at Ichthys LNG.</li> <li>Rolled out and conducted a Group-wide "safety month" campaign due to reduced safety performance, and conducted awareness-raising activities focused on analysis-based incident factors.</li> <li>Planning to enhance safety education and HSE management to reduce the number of incidents among contractors, where the majority of injury-causing incidents occurred.</li> </ul>
2. Further improve process safety management through systemic programs		
FY2024 objectives	Evaluation	Evaluation and future actions
Steadily conduct initiatives for asset integrity and process safety management based on the roadmap.	Good	<ul style="list-style-type: none"> <li>Developed a mechanism for managing necessary process safety-related competency and conducted a trial adoption of the mechanism to assess competency at projects in Japan. Issued the first edition of process safety competency management guidelines. Planning to start rolling out the mechanism to operational organizations in the future.</li> <li>Improved visualization of process safety risks at Ichthys LNG. Planning to add further improvements to the Group-wide HSE risk management and reporting process in the future.</li> <li>Acquired practical knowledge of hydrogen and ammonia safety design and assessment through design operations across multiple projects.</li> <li>Held awareness-raising seminars at head office and each site in Japan to further instill the Process Safety Fundamentals (PSF) and improve awareness of process safety.</li> </ul>
3. Help to address global environmental challenges and create environmental value		
FY2024 objectives	Evaluation	Evaluation and future actions
Build foundations for Group-wide environmental and social impact management. Promote Group-wide studies to reduce GHG emissions and help to address global environmental challenges.	Good	<ul style="list-style-type: none"> <li>Developed a structure for reducing GHG emissions through a collaboration with the Climate Change Strategy Group and Technical Strategy &amp; Project Support Unit. Officially joined the Oil &amp; Gas Methane Partnership 2.0 (OGMP 2.0) and started reporting on methane emission management. Achieved the Gold Standard Pathway.</li> <li>Conducted trial assessments of biodiversity in compliance with requirements of the Taskforce on Nature-related Financial Disclosures (TNFD) at each operational organization. Identified interfaces with nature, and impacts and dependencies, at each operational organization.</li> <li>Set measurable quantitative targets for biodiversity, waste management, and water management.</li> </ul>

#### 4. Prepare for emerging threats

FY2024 objectives	Evaluation	Evaluation and future actions
Enhance preparations for emerging threats by checking and revising plans for cyber security, natural disasters, and geopolitical risks.	<b>Good</b>	<ul style="list-style-type: none"> <li>Continuing to conduct emergency response drills for natural disasters and geopolitical risks at each organization.</li> <li>Established emergency response plans anticipating geopolitical risks at several overseas sites, and conducted regular drills.</li> <li>Conducted corporate crisis response drills anticipating an earthquake in the Tokyo metropolitan area.</li> <li>Held several seminars by external experts on safety during overseas business travel.</li> </ul>

#### 5. Reinforce health management and measures for infectious diseases

FY2024 objectives	Evaluation	Evaluation and future actions
Work to improve health management and performance, including the areas of mental health, infectious diseases, and fatigue control, in line with the Corporate Health Management Standard.	<b>Good</b>	<ul style="list-style-type: none"> <li>Continuing to conduct regular stress checks to promote mental health.</li> <li>Held mental health seminars by specialists for employees in Japan.</li> <li>Implementing a peer support program at Ichthys LNG, and providing regular visits by psychologists to operational sites and offices.</li> <li>Enhancing measures against heatstroke at worksites.</li> </ul>

#### 6. Demonstrate HSE leadership and improve effectiveness of the HSEMS

FY2024 objectives	Evaluation	Evaluation and future actions
Use results of the HSEMS gap analysis and corporate HSE audits to improve the effectiveness of the HSEMS. Also improve audit quality and ability.	<b>Good</b>	<ul style="list-style-type: none"> <li>Conducted six management site visits to sites of organizations in Japan and overseas.</li> <li>Expanding the scope of informal meetings and inspections during site visits to organizations in Japan.</li> <li>HSE personnel participating in each project review, and checking the readiness of HSE structures and HSE management documents.</li> </ul>

#### 7. Enhance HSE competency and secure personnel

FY2024 objectives	Evaluation	Evaluation and future actions
Create a plan for mechanisms to develop HSE personnel and improve the HSE competency of employees.	<b>Good</b>	<ul style="list-style-type: none"> <li>Corporate sent process safety engineers and environmental specialists to organizations in Japan and overseas.</li> <li>HSE advisors from Ichthys LNG sent to corporate divisions for the short term.</li> <li>HSE Forum held for HSE personnel from organizations in Japan and overseas to gather and share their experiences and lessons across the Group.</li> </ul>

#### 8. Implement HSE management for the five net zero businesses

FY2024 objectives	Evaluation	Evaluation and future actions
Actively participate in and support HSE management for projects of the five net zero businesses.	<b>Good</b>	<ul style="list-style-type: none"> <li>Continued HSE management in the five net zero businesses, including the Hirai Blue Hydrogen, Nagaoka Methanation Demonstration, and Okuhida geothermal well drilling projects, and worked without any major incidents. (No major incidents)</li> <li>Officially selected for the Tokyo Metropolitan Area CCS Project after public offering of commissioned work by Japan Organization for Metals and Energy Security (JOGMEC), and started to develop the HSE management structure.</li> </ul>

## Other Initiatives

### Efforts to Reduce Incidents

As part of our efforts toward incident prevention, we continue to share learnings from incidents, and analyze and share trends in major incidents and other incidents resulting in injury.

We also monitor two leading safety KPIs related to incident management – implementation of incident investigations and implementation of high-priority corrective actions – to strengthen our ability to conduct prompt investigations and take remedial actions.

Incident investigations are conducted promptly and the results are required to be submitted within 7 to 40 days of the incident, depending on the severity. Bulletins and lessons drawn from incidents are shared with all employees through the HSE Portal and other methods. All incidents reported during FY2024 were investigated and corrective actions were taken.

Further activities to prevent major incidents include firmly embedding Life-saving Rules into our business to ensure the safe performance of tasks that carry a significant risk of fatality. We strive to ensure awareness of the Life-saving Rules among our contractors as they represent over 80% of the injury-causing incidents. At Ichthys LNG, we also conduct a coaching program and hold HSE forums with our employees and contractors to promote greater awareness of HSE.

For information on emergency response measures and BCP, please refer to [Initiatives for Emergency Response and BCP](#).

### Process Safety Management

Process safety management is the framework for managing the integrity of operating systems and processes according to appropriate design concepts, and engineering, operating, maintenance, and inspection methods. The aim is to prevent or mitigate the effects of the leakage of flammable liquids or other hazardous materials or the occurrence of major incident events, such as fires and explosions.

By ensuring process safety management, we endeavor to prevent leakage in the operation of our facilities.

Our process safety management framework consists of four focus areas and 20 elements. Each element has a detailed set of expectations to which operator projects must adhere. Within the process safety management framework, we prevent process leakage-related major accident events at facilities through systematic identification and assessment of risks. We have also voluntarily adopted a Safety Case document regime at our operational facilities. This demonstrates sufficient implementation of measures to reduce the impact of major accident events, and ensures risks are controlled to ALARP.

In FY2022, we created the 2023–2027 Roadmap for Ongoing Improvements to Process Safety Management. With the aim of systematic implementation of ongoing improvements, this roadmap outlines the process involved in bringing all organizations in the INPEX Group to the same level of maturity in five priority areas by FY2027. This roadmap is being applied from FY2023 onward to strengthen our process safety management. In FY2024, we conducted a trial of a mechanism for achieving Group-wide process safety management competency and published a new process safety competency management guideline. We also applied our process safety knowledge to the fields of hydrogen, ammonia, and CCUS.

### Process Safety Management Framework



## Fostering of HSE Culture

We conduct activities to foster HSE culture to establish a mindset of safety within our organizations. This includes developing our HSEMS, providing HSE education and training, and sharing learnings from incidents (LFI) through incident investigations with all employees.

As part of our efforts to foster HSE culture, we conduct an annual Corporate HSE Awards program. The awards aim to motivate our people and raise HSE awareness among our organization, and improve our Group-wide HSE performance. In FY2024, we presented seven HSE Activity Awards to five groups, one individual, and one partner company.

To facilitate a top-down approach to raising awareness of HSE among our employees, we engage our senior management to proactively carry out HSE activities.

Management site visits are valuable opportunities for them to demonstrate HSE management leadership and communicate directly with site personnel through talking about HSE initiatives and challenges. Our senior management delivers a unified safety message to each site with the aim of increasing overall HSE awareness. In FY2024, our Executive Officers made six management site visits in Japan and overseas, including one by the Senior Executive Vice President and two by the Executive Officer in charge of HSE.

FY2024 Corporate HSE Awards ceremony



Visit to the Saumlaki offshore G&G survey vessel



Speaking with contractors at Saumlaki onshore site

In September, the Executive Officer in charge of HSE visited the geophysical and geotechnical (G&G) offshore and onshore survey sites on Saumlaki Island in Indonesia. He delivered a safety message to the on-site contractors with a focus on the importance of Life-saving Rules and our safety slogan "Go home with a smile". He discussed the need for good safety performance and obtained suggestions which will be useful for other projects.

## Education and Training for Enhanced HSE Competency

In FY2024, we conducted 1,390 hours of HSE education and training via internal workshops and training sessions. In addition, we are providing ongoing hands-on training opportunities both in Japan and overseas for junior technical employees, so they can acquire practical skills in occupational safety management and process safety engineering.

We also develop training targets according to field for our HSE personnel and enable them to further develop their HSE competency through on-the-job training (OJT) as well as training programs from external providers specializing in HSE. We will continue to provide opportunities for education and training to employees in FY2025 as we endeavor to raise the level of HSE competency.

Further, all contractors are provided with inductions when attending any of our sites.

# / Human Capital

## Governance and Strategy

### Governance

INPEX's Human Capital governance structure is detailed in [Sustainability Structure](#) under the heading of Governance.

### Strategy (Efforts Regarding Human Capital)

Embodying the management philosophy of the INPEX Group, it is essential for INPEX to build an organizational structure and cultivate a workforce capable of amplifying its strengths in fieldwork, technology, and internationalism, and responding flexibly even in a rapidly changing business environment. Our objective is to build an organizational culture in which people feel empowered to voice their ideas without constraint fostering an environment for growth and innovation. We seek individuals who create business value through embracing diversity, a commitment to personal growth, and demonstrate autonomy. To achieve this, we are working on various key measures based on our Basic Policy on INPEX Human Resources Strategy.

### Basic Policy on Our Human Resources Strategy

#### **To become the “Employer of Choice,” the most rewarding company to work for, by creating an organization, workplace and culture that encourages employees to take on challenges and act autonomously**

- Foster a corporate culture that encourages **innovation** by endorsing ideas and changes that are not bound by precedent
- Build a culture that encourages individual performance and collaboration to achieve goals with a “Safety Number One” mindset

#### **To assign the right people to the right positions and conduct appropriate evaluations and compensation in order to enable diverse human resources to play an active role**

- Develop and deploy leaders at a global level to adapt to business speed and create value by integrating human resources with diverse backgrounds
- Enhance motivation through highly transparent evaluations and competitive compensation based on such evaluations

#### **To secure and develop human resources capable of continuously creating value in a changing business environment and improve their engagement**

- Establish recruitment branding to build understanding and empathy for the Company's businesses
- Provide practical growth opportunities to increase on-site and technological capabilities

### INPEX Human Resource Vision

As a company operating across the world, we view workforce diversity and common values shared by our global workforce as essential for sustainable and responsible business management. To achieve these goals, our Human Resources (HR) Unit developed the INPEX HR Vision, comprising four key pillars as a common vision for the Group's HR departments. This vision has been developed in consultation with the heads of HR departments in each country.

With these four core pillars, we are working to create an internationally competitive organization by applying a global perspective as we implement HR initiatives to improve the capabilities of our employees and team performance.

### Four key pillars in INPEX HR Vision



### Risks and Opportunities in Efforts Regarding Human Capital

At the Group, we assess risks and opportunities as detailed below to develop our desired human resources and organizational culture.

Category	Risk	Opportunity
<b>Securing of human resources and assigning the right people to the right positions</b>	<ul style="list-style-type: none"> <li>Obstacles to business execution and higher recruitment costs from being unable to secure the required quality and quantity of manpower</li> <li>Lower employee motivation and labor productivity from being unable to assign the right people to the right positions</li> <li>Loss of business opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in competitiveness from securing and retaining excellent human resources</li> <li>Higher employee motivation/engagement and labor productivity from assigning the right people to the right positions</li> <li>Business growth and acceleration from emphasizing human resource assignments in priority areas (growth areas, new areas, etc.) and optimizing assignments</li> </ul>
<b>Strengthening of human resource development</b>	<ul style="list-style-type: none"> <li>Lower employee motivation and outflow of excellent human resources from being unable to meet expectations regarding desire for learning and growth</li> <li>Obstacles to business execution and loss of business opportunities from being unable to secure the required capabilities and skill and develop human resources that can adapt to changes</li> </ul>	<ul style="list-style-type: none"> <li>Higher employee motivation/engagement and retention of excellent human resources from providing training and work opportunities that allow employees to feel job satisfaction and a sense of growth</li> <li>Improvement in corporate value from enhanced ability to respond to changes in the business environment and business opportunities</li> </ul>
<b>Energizing of organizations</b>	<ul style="list-style-type: none"> <li>Lower work efficiency from drop in employee morality/motivation; lower social trustworthiness from compliance violations, lack of moral values, etc.</li> <li>Lower motivation from harassment, adverse impacts on physical/mental health, etc.; risk of human rights violations within the organization</li> <li>Violations of employee safety, unstable operations, and additional costs from occurrence of incidents, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Nurturing of workplace environments that are conducive to innovation from the ideas and creativity of diverse human resources</li> <li>Higher motivation/engagement and labor safety/productivity from establishing environments that are conducive to the work of diverse human resources</li> </ul>

**Efforts for Key Measures**

**Development of INPEX Values to Become the Employer of Choice**

At the Group, we recognize it is important to embody the shared INPEX Values for both Group officers and employees formulated in 2014. We conduct activities to entrench this shared value, such as having a Group-wide Value Awards and holding conferences with past award recipients.

In addition, we host regular psychological safety seminars, Open Offices (Dialogue with President & CEO, Senior Executive Vice Presidents, Senior Vice Presidents) and town hall meetings. We also foster communication through activities like team building exercises. Our aim is to create an organizational culture where people feel empowered to be themselves and contribute to innovation, ultimately we are striving to become the “employer of choice” at a global level.

**Collaboration**

We rely on unity and team spirit to build strong professional working relationships within INPEX as well as within the communities in which we operate.

**Safety**

Anzen dai ichi - 'Safety Number One' - is the way we think, act and promote safety at INPEX that forms the core of a strong HSE culture.

**Ingenuity**

We embrace initiative and innovative problem-solving at every level of INPEX and celebrate our successes at every opportunity.

**Integrity**

We are ethical, honest and trustworthy in our business relationships and professional in our conduct at all times.

**Diversity**

We proactively embrace our individual differences which is central to who we are at INPEX and what makes a unique and welcoming workplace environment.

**Enhancement of Group Collaboration**

To achieve sustainable growth for the Group in a rapidly changing business environment, we believe it is important for our foreign employees (who account for approximately 40% of our workforce) to collaborate. We encourage teamwork to cultivate growth and innovation, by leveraging shared knowledge and individual experiences and integrating strengths and capabilities. Specifically, we are building an organization where our employees from both local and overseas subsidiaries can collaborate and support individual projects. This involves holding regular global workshop meetings and technology exchange meetings across various divisions, as well as ongoing efforts to share knowledge, experience and pursue best practices across the Group.

We support HR development by providing leadership programs and skills-related training tailored to the circumstances of each country. Our head office leadership training program, designed for emerging leaders across local and overseas subsidiaries, aims to broaden their horizons and strengthen unity within the Group. This program was restarted in 2023 after the COVID-19 pandemic, hosting five participants from Australia and one from Abu Dhabi in 2024.

## Risk Management and Metrics and Targets

### Risk Management

The INPEX Group is committed to establishing a strong foundation in human resources, guided by our Basic Policy on INPEX Human Resources Strategy, which aligns with our overall management strategy. To manage risks related to human resources, we have introduced a tenure system for line management positions and developed succession plans. These measures aim to prevent rigidity in personnel assignments and ensure opportunities for promotion.

We also encourage all employees to declare their job and division preferences, supporting autonomous career development. This initiative helps us secure and develop human resources capable of creating value at our business sites.

Regarding risk management for energizing the organization, we also conduct engagement surveys during our annual stress checks, hold regular one-on-one meetings between employees and their supervisors, and implement pulse surveys. These systems enable supervisors to monitor the well-being of their team members.

Additionally, we provide detailed support to Group companies for understanding the risks in labor management and human resources through business segments and the relevant issues.

### Metrics and Targets

#### Metrics, Targets, and Results for Efforts Regarding Human Capital

Category	Metric	Target (FY2030)	Results		
			FY2022	FY2023	FY2024
<b>Strengthening of engagement</b>	Percentage of employees with high levels of engagement (%) ※	20% or higher	15.8	16.3	17.1
	Psychological safety (deviation) ※	50% or higher	50.9	51.5	51.9
<b>Promotion of diversity</b>	Percentage of women among new hires (%)	30% or higher	n/c	25.5	26.5
	Percentage of women in management positions (%)	10% or higher	5.7	6.4	7.7
	Gender pay gap (%)	80% or higher	n/c	74.1	73.6
	Percentage of male employees taking childcare leave (%) ※	100%	n/c	76.9	68.1
	Employment rate of people with disabilities (%) ※	Statutory employment rate or higher	3.1	2.9	3.0

\* Items marked with an asterisk (※) are not calculated for all INPEX Group companies and it is difficult to state the figures for the Group; therefore, the targets and results stated are for companies that have submitted data (including employees from these companies which have been seconded to other companies).

\*\* Figures include subsidiaries unless otherwise stated.

\*\*\* Strengthening of engagement was calculated using a service provider scale covering eight items that correlate highly with the Utrecht Work Engagement Scale to measure the average deviation score among all employees. The percentage of employees with high levels of engagement refers to the percentage of employees with a work engagement deviation of 62.0 or higher.

\*\*\*\* Items for which data are not collected are marked with n/c (not collected).

# Key Efforts to Make INPEX the Employer of Choice

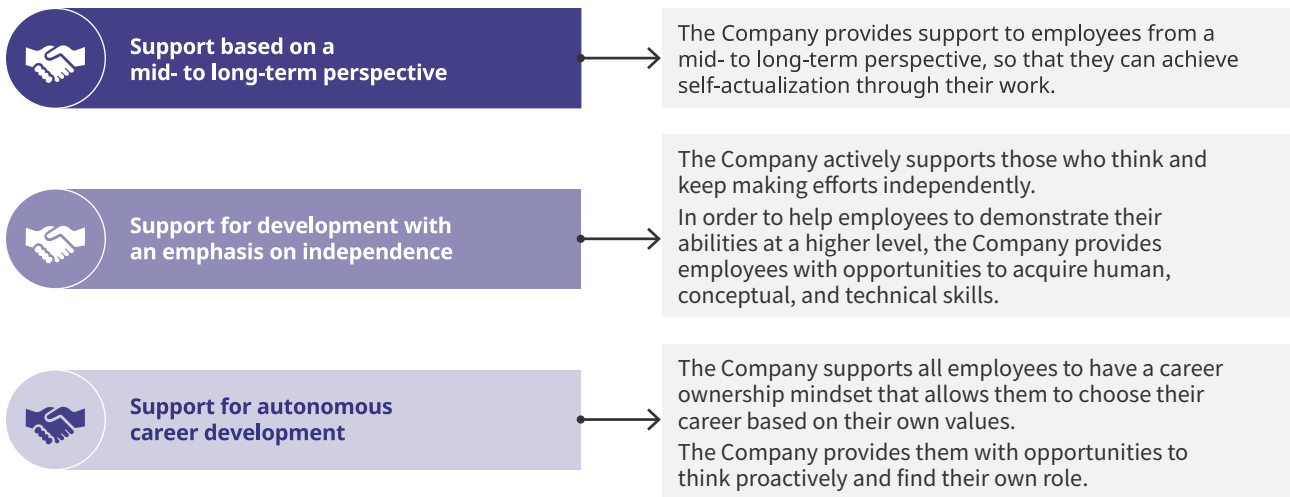
## Professional Development

In line with its Basic Policy on human resources (HR), INPEX implements initiatives aimed at developing employees who embody the Company’s desired qualities, support positive organizational culture, and contribute to the mid- to long-term growth of its workforce.

In addition to providing training in the knowledge and skills required for each job grade and managerial position, we also offer business training for personnel to acquire specialized knowledge and business skills for the energy industry. Specific leadership training has been developed to strengthen management skills of global-level leaders. This includes programs focused on cultivating internationalism, strengthening leadership and management capabilities, as well as diversity, equity, and inclusion (DE&I) training to enable participants to work and produce results with a diverse workforce. We also conduct age-specific career workshops and implement a fast-track selective program for chosen employees, to support early career development. Through these training programs, we provide employees with the necessary business knowledge and skills and cultivate an awareness of their own growth. In this way, we aim to support the performance and growth of participants and contribute to long-term success and development of the organization as a whole.

In FY2024, a total of 212 employees participated in our leadership development and related programs, including next-generation leader selection and development.

### Approach to HR Development (extract from the employees’ guidebook)



## Human Resource Development for Younger Employees

The first three years of graduate employment in the Company is a designated development period for young employees. During this period, we implement various measures that enable them to acquire the basic skills needed to operate and grow in the workplace, while taking ownership of their careers.

In FY2024, we provided new employees with a joint two-week group training program for all job categories. In addition to each department explaining what they do, we facilitated group activities to enhance teamwork and underscore the importance of collaboration. Through this training, we aimed to equip new employees with the essential mindset and skills required in the workforce.

After the group training, we conduct regular pulse surveys and counseling sessions with external experts alongside additional job category-specific development programs. During the first three years of employment, we provide continuous workplace adaptation assistance and personal growth support, along with follow-up training for all job categories. Follow-up training entails employees gathering again in their year groups by using network of their connection, from their respective assigned departments, to share with each other their experiences so far, reflect on their situation from various perspectives, and strengthen solidarity within their groups.

We also implement support and guidance systems led by veteran employees (a mentoring system for technical employees and trainer system for office workers and others), and human resource development measures tailored to job category-specific career plans.

Alongside these systems, we actively assign our young employees to offices and operational sites in Japan and overseas to provide practical training. Our focus includes achieving further growth and networking through contact with different operations and environments, and developing human resources capable of playing active roles across global operations.

In FY2024, approximately 80 young employees deepened their expertise through work experience at Niigata and other operational sites in Japan as well as in offices and sites in Australia, Norway, and Abu Dhabi.

In addition to the above, we provide mid- to long-term development opportunities to foster skilled and autonomous engineers capable of working collaboratively with engineers from other fields. By implementing development pathways starting from their third year, our objective is for them to develop their own areas of specialization by their sixth year.

## Supporting Career Autonomy for All Employees

To encourage employees to take ownership of their careers, we provide a range of training opportunities tailored to each employee's individual desire to learn. This includes personal development programs and business knowledge training (free choice of e-learning courses). Our personal development programs for employees, including fixed-term and contractual employees, provide financial assistance from the Company for correspondence courses, school-based courses, and acquiring and renewing qualifications, to help our employees gain qualifications and improve their language skills. In FY2024, 329 employees participated in these programs.

We also conduct career workshops for employees aged 30, 40, and 50 years, providing them with opportunities for self-reflection and career assessment. These workshops encourage autonomous career development aligned with their aptitudes, values, and experiences.

In FY2023, we established an internal Career Support Desk which offers employees career guidance from career consultants. In FY2024, we enhanced Group-wide career awareness by distributing the INPEX My Career Handbook to all employees and conducting career-related lectures. We continuously monitor career awareness through engagement surveys and implement initiatives to encourage and enhance career development.



HSE Primary Training in Malaysia for technical employees

### Selective Development of Next-generation Leaders

In FY2021, we launched our Breakthrough Leadership Program (BLP) ❶, a selective leadership development program for non-managerial employees to select and develop, at an early stage, transformational leaders with Group-wide, cross-organizational perspectives who can create new value at evolving business sites. In FY2022, we launched the Advanced Leaders Program (ALP) ❷ to empower and strengthen the leadership abilities of our existing executives. Both ALP and BLP are selective programs open to employees who are determined to play key roles at INPEX and aspire to improve the company by leading its organizations. Participants self-nominate, and we select those most likely to be self-driven next-generation leaders. Since the launch of BLP, five participants have been appointed as new managers.

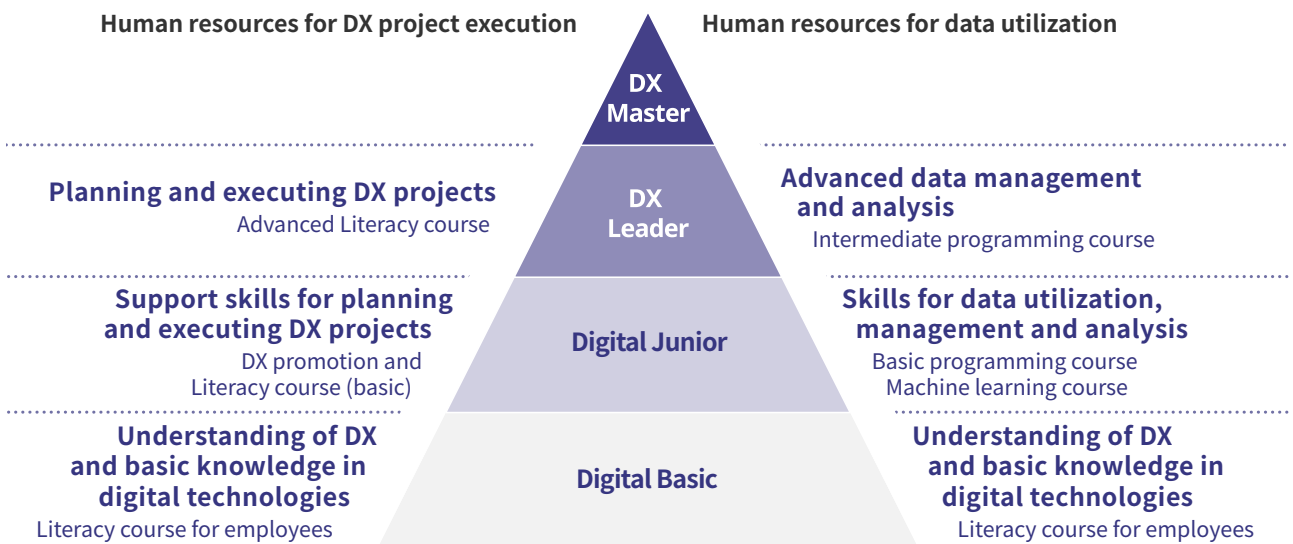
In Australia, we launched a leadership development program in FY2022 with team leaders and managers participating in a training program aimed at further improving the qualities and behavioral attributes expected of leaders.

- ❶ A program lasting up to five years and tailored based on the experiences of each selected employee to accelerate their development, and fast-track their employment as managers, by strategically and deliberately subjecting them to an intensive series of challenging assignments (including more sophisticated tasks, leadership positions, and jobs at different departments) over a short time frame.
- ❷ A program to develop next-generation managers with strong foundations and rich ideas, through participation in management and business programs in Japan and overseas, learning of the latest information and trends to acquire skills for identifying issues, and engagement with employees from other companies.

### Leadership Development

We incorporate better understanding about the roles and leadership required for the respective levels and capability development into our leadership development program for non-managerial employees to improve their motivation for personal growth and execution of their duties. After appointing executives, we provide group training programs with 100% attendance required by applicable executives. Programs include new executive training in scenario and business planning, new manager training in HR evaluation and feedback, and new general manager training in vision-making. In FY2023, we also began a 360-degree feedback program for all members of management up to and including the President & CEO. The objective is to enhance management capabilities by encouraging self-reflection and behavioral changes through peer feedback on performance.

### Reskilling in Digital Technologies



We aim to strengthen corporate competitiveness by increasing the number of personnel with data science and programming skills. We established the Digital Academy mainly to develop human resources for planning and execution of digital transformation (DX) projects, as well as advanced data utilization, management, and analysis. The academy provides a range of digital technology-related education. Application of the knowledge acquired through these courses will improve data analysis and management capabilities. In the first phase, starting in June 2023, we offered a digital transformation literacy course to all employees, drawing approximately 350 participants from diverse professional backgrounds. A post-course survey received 141 responses, with 37 participants reporting a quantitative improvement in work efficiency, saving an average of five hours. We anticipate long-term organizational benefits by continuing reskilling efforts in digital technologies.

## HR Evaluation and Allocation

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At the core of our approach to HR management is a commitment to fairness in its personnel system. This approach is based on three concepts: a fair job-based grading system, a pay-for-job/performance compensation system, and a transparent evaluation system.

We conduct HR evaluations annually along two axes: work target evaluations (target management) and work behavior evaluations (competencies).

Accordingly, we disclose the evaluation process and criteria to those being evaluated to ensure transparency and fairness, and connect achievement of performance targets for the organization with the growth of individuals. We do this by (1) setting targets linked to high-level targets and work responsibilities, (2) providing real-time feedback and progress confirmation, and (3) ensuring well-balanced evaluations and treatment.

To support the continued development of our personnel, we are working to prevent rigidity in personnel assignment, the dependency on individuals by introducing a term limit system for line management positions, and reduction in opportunity for promotion.

We regularly review the positions, succession plans, and talent of executives in each division. Employees are encouraged to declare their job and division preferences, to help management better understand their career outlook. Conducted annually in the past, we changed the system to allow employees to declare their preferences at any time. We also provide regular one-on-one meetings between employees and their supervisors to encourage dialogue that leads to mid- to long-term career development. In addition, we provide opportunities for employees to pursue their own career paths through an internal job posting system. This leads to more appropriate personnel allocation and assignment while motivating employees. Concurrently, we run a job return system to welcome back motivated employees who had resigned from the Company due to unavoidable personal reasons.

## Promotion of Diversity

### DE&I (Diversity, Equity and Inclusion) Policy

The Group views the promotion of Diversity, Equity, and Inclusion (DE&I) as crucial to becoming an employer of choice. By fostering a diverse workforce and implementing DE&I initiatives, we aim to sustainably grow our business in a rapidly changing environment. Our goal is to gain societal recognition for our contributions to creating a more prosperous society through energy development. We pledge to:

- Respect international norms on human rights and not discriminate based on race, skin color, gender, sexual orientation, gender identity, age, creed, religion, birth, nationality, disability or educational background.
- Mutually respect and honor the individuality and diversity of every employee and strive to ensure employees have fair and equitable opportunities for self-fulfillment and career development.
- Not tolerate harassment or behavior that could be misconstrued as harassment.
- Provide opportunities for diverse human resources to make the most of their abilities, including the promotion of women's empowerment, thereby promoting vitality and innovation.
- Build a workforce that generates business value based on the acceptance of diversity, willingness to grow and autonomous action.
- Create a work environment in which employees can work with peace of mind by widely disseminating the above initiatives.

### Promotion of Women's Empowerment


In line with our [DE&I Policy](#), we are intent on creating an environment that enables women to showcase their full potential. We recognize there is uneven representation of females across job categories and their underrepresentation in managerial roles.

To address this issue, in FY2024, we established a task force of volunteer female employees to promote women's empowerment. The task force aims to make us the most rewarding company in Japan for women, and create an environment where all employees including men, feel the most satisfaction and happiness in their work.

We are committed to improving the ratio of women in managerial positions by proactively securing human resources capable of becoming female managers through the continuous measures such as holding special events for female students in the recruitment of new graduates, and by ensuring that the proportion of women among newly hired employees including mid-career hires reaches at least 30% together with providing learning opportunities for their growth. Furthermore, we will continue support to improve the ratio of taking male paternity leave to achieve the target as well as work-life balance support with childcare and nursing care.

### LGBTQ+

Within the Group, the term "diversity" refers to all differences related to people or businesses, including sexual orientation and gender identity.

To promote understanding towards LGBTQ+ within our workforce, we have conducted a regular internal training program for employees and officers since FY2017. In FY2024, we conducted seminars for recruitment interviewers and training for employees handling human resource information. We launched the INPEX LGBT ALLY  program by employee volunteers in FY2019. In FY2024, allies organized diversity discussions where participants exchanged opinions about minorities within INPEX, including themes related to LGBTQ+.



Efforts have also been under way to upgrade internal systems. In FY2020, employees were given the right to refuse requests to undertake business travel on the grounds that they are LGBTQ+, and in FY2021, "family" was redefined to include same-sex partners and their children under the Company's benefit program. Employees are also encouraged to start using names (including pronouns and titles) that reflect their gender identity.

In addition to an internal LGBTQ+ consultation desk, we set up a second consultation desk managed by outside experts in FY2022. Our continuing positive action in these areas have earned us recognition in Japan. Every year since FY2019, we have received Gold or Silver awards in the PRIDE Index, Japan's first index evaluating initiatives in the workplace related to LGBTQ+ and sexual minorities.

 ALLY: A supporter and person who understands related issues

## Employment of Foreign Nationals

We actively employ foreign nationals as we believe diversity brings vitality to the workplace. To achieve inclusion – which means to build workplace environments and interpersonal relationships that contribute to business through mutual respect and recognition – we provide relocation support services for foreign nationals, in particular those who normally use English in their daily work, to minimize the challenges they may experience living and working in Japan. In addition, we prepare intranet postings and documents in both Japanese and English, and offer weekly Japanese-language lessons with an external teacher, with the aim of creating work environments where employees can be active and comfortable.

## Efforts to Engage Older Workers

To support the autonomous career development of our senior employees, we conduct career workshops for them to learn to design their own pathway for future success and growth through self-reflection and taking stock of their career experiences.

Since FY2022, we have been conducting career consultations by in-house career consultants for employees aged 55 years to think about their career vision and actions toward the milestone age of 60.

In April 2023, we revised our personnel system for older workers (under reemployment contracts) and changed the remuneration structure for people over 60 years of age to one based on their work roles.

In FY2019, we set up INPEX Solutions, LTD. as a fully owned subsidiary functioning as a think tank for the Group. This subsidiary conducts surveys and research, as well as providing support in consulting and HR development. Many retired Group employees transfer to this company where they can make use of their expertise. This includes sharing their knowledge accumulated throughout their career or by exploring new business opportunities for the Group.

## Promotion of Employment of People with Disabilities

We continue to be proactive in recruiting people with disabilities, taking into consideration the nature of the work and the workplace environment. As of the end of FY2024 (December 31, 2024), we have employed 48 people with disabilities in Japan, representing 3% of our domestic workforce. Since FY2020, it has become common to work from home, a more amenable and conducive workplace environment for people with physical disabilities. This has enabled us to maintain an employment rate of people with disabilities that exceeds the legally required rate in Japan. After experiencing the COVID-19 pandemic, we are promoting measures to remove barriers for employees with disabilities, including chat-enabled virtual meetings and closed captioning for videoconferences. We also conduct regular interviews and post-recruitment onboarding (follow-up towards getting used to the workplace), seeking to create environments where they can work with peace of mind.

## Promotion of Work-life Balance

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In accordance with its policy on DE&I, we are promoting work-life balance, aiming to create an environment where all employees can work according to their individual circumstances while maximizing their abilities in a way that suits their lifestyle.

To support this objective, in April 2019, we established a Group-wide flextime work system, previously limited to employees with childcare and nursing-care responsibilities. In April 2020, we also introduced work-from-home arrangements for office-based employees, enabling flexible work style.

In April 2021, core time was eliminated from the flextime work system, and the system was extended to include employees at all Japan-based operational sites. In addition to allowing paid leave in half-day units, we continue to encourage employees to take consecutive days off during summer and set recommended dates for taking paid leave.

These measures aim to give employees time for physical and mental refreshment. To reduce overtime work, Wednesday is designated as a work-life balance day in Japan, where employees are encouraged to go home early. If an employee's overtime continuously exceeds a certain threshold, the employee's supervisor and the Human Resources Unit will communicate with the employee to understand the situation, jointly identify problems, and devise strategies to address these problems.

As a further measure to promote diversity and individuality, we introduced a year-round casual business dress code to make the work environment even more motivating for employees.

## Support for Childcare and Nursing Care

We support work-life balance for employees who are either parenting or providing care to family members and have created a comprehensive framework to support lifestyle requirements. We offer statutory childcare leave to employees (maximum of 24 months), up to the day before the child's first birthday, or up to the child's second birthday if childcare facilities cannot be used and the Company agrees. We also exceed the legal requirement in paying employees their full salary for the first five days of starting childcare leave as well as 20% of their salary – within the stipulated standard – during childcare or nursing-care leave as a benefit for non-occupational injury or maternity/childcare leave <sup>④</sup>. We also provide payment of salary during sick/injured childcare leave or nursing-care leave for up to five days per eligible family member <sup>⑤</sup>, which is again above the legal requirement.

Furthermore, the scheme offers a high degree of flexibility, allowing employees with childcare or nursing-care responsibilities to work at different times of the day, as well as for shorter periods through the shortened work hours program with flextime.

In addition to these system-related initiatives, for staff with children and their co-workers, we also implement measures for fostering positive attitudes to reduce worries about balancing childcare and work and ensure diligent follow-up care by supervisors, among other purposes. Such efforts include a training program for supervisors overseeing staff with children, discussions hosted by male employees who have taken paternity leave, and sharing the messages from top management for employees who have just returned from childcare leave. We also encourage male employees to participate in parenting and share information on our intranet, such as materials that advocate for the benefits of childcare leave for male employees and how the system works. As a result of these efforts, there is a growing trend in the percentage of males taking childcare leave. In September 2024, we extended the eligibility for shortened working hours until an employee's child graduates from elementary school. We also extended the eligibility for restriction of overtime work and late-night work and exemption from stipulated overtime work until the child graduates from junior high school. We strive to create environments that allow a balance between childcare and work and encourage further understanding about childcare leave.

To help alleviate any anxiety employees returning to work after childcare leave may have, we offer a personal development program to those interested in improving their skills while on leave and encourage participation in discussions prior to returning to the workplace. Those who return to work prior to their child's first birthday are entitled to two 30-minute nursing breaks per day (paid) until the child turns one year old.

To further assist employees with childcare responsibilities, we provide childcare support arrangements for children up to the age of three. In addition, we have an agreement with a Company-led nursery school to give enrollment priority to the children of our employees. We have also signed up with a childcare service provider.

Acknowledging these efforts, the Tokyo Labor Bureau has consistently praised INPEX since FY2012 as a company that supports its employees to balance work with childcare responsibilities. As a testament to our commitment, we have been awarded with the "Kurumin" next-generation certification five times.

We also support a balance of work and nursing-care responsibilities by offering flexible arrangements related to nursing-care leave for those with elderly parents, even if they are not officially certified care recipients as per the usual legal requirement.

<sup>④</sup> During childcare leave, the public employment security office pays 67% or 50% of regular monthly salary as childcare allowance. Separate from this childcare allowance, we go beyond the legal requirement and pay 20% of an employee's salary – within the stipulated standard – during childcare or nursing-care leave as a benefit for non-occupational injury or maternity/childcare leave.

<sup>⑤</sup> A maximum of 10 days if there are two or more eligible family members

## Health and Productivity Management

### INPEX Group Health Statement

We believe the mental and physical health of all employees is the foundation of the Company, and therefore regard health management as a material management issue. The INPEX Group Health Statement issued in September 2018 sets out our position to support and improve the health of employees and their families, with the President & CEO appointed as Chief Health Officer.

The statement declares that: the Company will maintain and improve the physical and mental health of employees as well as their families; the Company aims to build a vibrant corporate culture by creating a work environment to maximize the potential of all employees; and employees should recognize their own responsibility in improving their lifestyles and proactively strive to maintain physical and mental health.

### Approach to Health and Productivity Management

Under the leadership of the President & CEO as Chief Health Officer, we are working with our labor union, health insurance union, and medical officers to maintain and improve the health of our employees and their families and to create a healthy workplace. For this purpose, we have set up the Health Management Committee (Committee inauguration date: September 26, 2018).

The Committee meets regularly, at least once a year, and seeks collaboration with the people-in-charge of business sites, safety and health committees, and partner medical institutions. Based on the INPEX Health Management Strategy Map developed in FY2022 from a mid- to long-term perspective, the Committee discusses key annual measures while working to understand health issues and validate the effects of each measure. By implementing ongoing improvements through this PDCA cycle, we can advance health and productivity management strategically as one united Group. We are recognized as an outstanding organization in health and productivity management, including being recognized four times under the Health & Productivity Stock Selection program and five times as a “White 500” enterprise in the large enterprise category of the Certified Health & Productivity Management Outstanding Organizations Recognition Program so far.

### Health Management Committee

Health Management Committee				
	(Vice-chair)	(Chair)	(Vice-chair)	
Members	Director in Charge of HSE	Head of General Administration Division	Head of Corporate Strategy & Planning Division	Head of Domestic Projects Division
	General Manager, HSE Unit	General Manager, Human Resources Unit	General Manager, Corporate Strategy & Planning Division	General Manager, Domestic Projects Unit
	Labor Union	Health Insurance Union	Headquarters Medical Officer	INPEX JAPAN, LTD.
Secretariat	Human Resource Unit, HR Strategy & Planning Group			

#### Agenda items:

- Issues relating to employee health and required countermeasures
- Groundwork for health and productivity management, steps to improve the workplace environment
- Specific measures to address employee mental and physical health
- Review of effectiveness of measures to maintain and improve health
- Other important matters relating to maintaining and improving health

## Measures to Maintain and Improve Health

Based on the INPEX Group Health Statement, we will maintain and improve the physical and mental health of employees and their families, create a work environment to maximize the potential of all employees, and strive toward creating workplaces that can better maintain and improve health and meet needs for well-being, while considering circumstances such as the culture and customs of each country or Group company.

We implement measures so that employees understand health check results and apply them to their daily lives, such as preventing lifestyle diseases. Such measures include workplace health checks, complete medical examinations through reservation services, health check result confirmation and interviews with a public health nurse or medical officer, and specified health guidance. We also work to improve the health levels of all employees while establishing measures and environments that encourage employees' healthy behaviors and conducting a variety of measures to maintain and improve health. These efforts include organizing walking campaigns, offering financial assistance for various club activities, providing health apps, and conducting online health seminars.

We have also established specific targets for: employee participation in health checks and stress checks; average overtime hours; paid leave acquisition rate; and participation in government-sponsored specified health checks and specified health guidance programs. We are also working to reduce presenteeism and absenteeism and become a company where every employee has a high level of health awareness, is healthy in mind and body, and is highly motivated in their work.

## Mental Health Initiatives

The Group sees the strengthening of measures for mental health as a global common issue, undertaking measures such as e-learning, collaboration with doctors, and follow-up for those returning to work from leave.

When conducting the annual stress check required by law, we also conduct an engagement survey to analyze the state of our organizations. We feed back the results to each organization and advocate improvement to create more conducive workplaces. We maintain a high level of participation in stress checks, exceeding 90% each year, and use this to regularly check our employees' mental health and engagement. At the same time, in the quarterly pulse surveys, supervisors can view the responses, we visualize the state of organizations and individually in a timely manner, and we take efforts to improve organizational issues and follow up with individuals.

For those with mental health issues, the primary physician, medical officers, health nurse, HR department, and the employee's supervisor work together to provide follow-up care while the employee is on leave and after their return to work. We also provide access to mental health counselors to employees stationed overseas and their accompanying family members.

We also provide education on psychological safety to new employees during their orientation training, offer an external employee assistance program (EAP) that allows employees to seek consultation when feeling mentally or physically unwell, and implement a system under which trainees receive operational guidance and emotional support from older workers – referred to as “mentors” (for first-year office workers and first and second-year technical employees) and as “supporters” (for second and third-year office workers). These efforts are now well established.

## Other Initiatives to Tackle Health Issues

In addition to legally required health checks before and after overseas assignments for applicable employees and their families, we also made annual health check during the assignment mandatory to regular check their state of health. Furthermore, we have a system for emergency transportation arrangements, which includes international transportation in case of injury or sickness.

As a measure to prevent infectious diseases, we also offer influenza vaccinations at our workplaces or financial assistance for these vaccinations. In FY2024, we started antigen testing as a measure to prevent measles and rubella. For employees on overseas assignments and their families, our efforts include providing them with vaccinations against various infectious diseases, familiarization on the risk of infectious diseases (such as malaria, Zika virus, HIV, and tuberculosis) and other overseas medical risks, and information on medical treatment at their country of assignments to alleviate their concerns about infectious diseases and maintain their health on assignment.

Furthermore, we strive to create work environments to enable employees with cancer, or other serious illness or issues, to balance treatment and work commitments. This is achieved through our newly established sick leave system and flexibility in workstyles (extension of shorter working hours, shortened working hours for flextime work, and selecting the number of working days per week). We also provide all employees with financial assistance for cancer screenings, and in FY2024, we launched a cancer screening campaign as a new measure for health issues unique to female employees.

## Results of Health and Productivity Management

### FY2024 Results

#### Health Management Committee Meetings

- Held two meetings (June 10 and December 12, 2024)

#### Major Initiatives for Health and Productivity Management

- Partially revised the INPEX Health Management Strategy Map
- Made changes to the total health support plan that combines online health seminars and smoothie deliveries to improve dietary habits by addressing issues like skipping breakfast and vegetable intake shortage (increased number of health seminars)
- Conducted a walking campaign in collaboration with the health insurance union
- Organized self-check promotion month to strengthen measures for mental health
- Conducted cancer screening campaign targeting female employees
- Implemented measures for the third year of a plan against smoking
- Conducted antigen testing for measles and rubella

### Status and Verification of Effectiveness of Health and Productivity Management Initiatives

Boundary		FY2021	FY2022	FY2023
<b>Promotion of health actions</b>	Installation of health support app (%)	20.0	58.3	3.8
	Participation in health events (%)	3.8	–	–
	Participation in online health seminars (%; from FY2022)	–	11.6	12.0
<b>Prevention of lifestyle-related diseases and their aggravation</b>	Participation in specified health guidance (%)	23.7	30.7	26.2
	Participation in periodic health checks (%)	100.0	100.0	100.0
	Participation in follow-up health checks (%)	79.6	83.7	72.5
	Participation in health checks for employees on overseas assignments during temporary return to Japan (%)	51.7	60.2	69.2
	Number of applications for financial assistance for cancer screening	17	19	33
	Number of sick leave cases (from FY2022)	–	11	95
	Number of employees who took sick leave	0	1	4
	Percentage of employees who smoke (%)	16.3	16.6	21.8
	Percentage of employees who maintain appropriate weight (%)	70.5	68.4	63.3
	Percentage of employees who regularly exercise (%)	36.3	29.2	31.7
	Percentage of employees who feel sufficiently rested after sleep (%)	81.0	77.5	72.9
	Percentage of employees who regularly consume alcohol (%)	17.9	18.6	24.1
	Percentage of employees with blood pressure risk (%)	0.2	0.4	0.5
	Percentage of employees with potential risk related to blood sugar level (%)	0.2	0.5	0.4
	Percentage of employees with poorly controlled diabetes (%)	0.5	0.6	1.3
<b>Measures for mental health</b>	Participation in self-checks (%)	18.2	17.5	16.1
	Participation in seminars regarding care by management or self-care (%)	–	–	84.6
	Participation in stress check (%; organizational diagnosis) <sup>1</sup>	91.3	93.1	93.1
	Stress reaction (deviation)	50.6	50.6	50.8
	Work engagement (deviation) <sup>2</sup>	52.0	52.7	52.5
	Percentage of employees with high levels of stress (%)	6.3	6.3	6.5
	Percentage of employees with high levels of engagement (%)	14.7	15.8	16.3
	Psychological safety (deviation)	50.8	50.9	51.5
Absenteeism (days) <sup>3</sup>	1.1	0.9	2.0	
Presenteeism (points) <sup>4</sup>	64.6	65.4	64.7	

Boundary		FY2021	FY2022	FY2023
	Number of employees on long-term absence/leave due to mental issues	17	16	23
	Number of cases received by various consultation desks	222	201	254
<b>Promotion of work-life balance</b>	Average hours of overtime work	22.6	21.9	21
	Total number of employees with more than 45 hours of overtime work in a month	1,413	1,654	1,131
	Total number of employees with more than 80 hours of overtime work in a month	69	82	26
	Rate of taking leave (%)	66.5	71.8	74.0
	Conduct of team building (%) <sup>5</sup>	–	48.4	77.0
	Use of financial assistance for various club activities (%)	17.0	62.8	54.0
	Use of cafeteria plan (%) <sup>6</sup>	51.5	56.4	85.6

- 1 Participation in the stress check (organizational diagnosis) was calculated, using the following figures, by dividing the number of respondents by the number of applicable employees and multiplying by 100.  
FY2021: 1,695/1,855; FY2022: 1,741/1,870; FY20223: 1,738/1,865
- 2 Work engagement was calculated using a service provider scale covering eight items that correlate highly with the Utrecht Work Engagement Scale to measure the average deviation score among all employees.
- 3 Absenteeism is the average number of days of paid sick leave (including absences) used in the fiscal year in question among all employees.
- 4 Presenteeism is based on a survey of employees using the WHO-HPQ absolute presenteeism scale (0–100). The results are the average for all employees.
- 5 The figure for FY2022 is the rate of one-on-one meetings before the strategy map was revised.
- 6 The figures until FY2022 show the use of outsourced welfare services before the system was revised.

## List of Other Measures for Maintaining and Improving Health

### General Health Measures

- Establishment of infirmary/health management room (medical officer/public health nurse/nurse)
- Establishment of health consultation desk
- Support for requirements against lifestyle-related diseases
- Financial assistance for health checks
- Treatment of time required for follow-up health checks as working time
- Treatment of time required for vaccination as working time
- Cancer seminars by partner medical institutions
- Online exercise
- Morning warm-up sessions (before work)
- Financial assistance for welfare activities
- Promotion of sports facility use through introduction of a Cafeteria Plan

### Other Initiatives

#### Senior Vice President's Awards and General Manager's Awards

These awards aim to energize the organization by recognizing the day-to-day achievements of employees.

#### Cafeteria Plan (free-choice employee benefit program)

The Cafeteria Plan grants points to employees each year. Employees can use their points to choose benefits that most suit them. Benefit options include childcare and nursing care support, disease prevention, access to fitness gym or sporting facilities, leisure activities, and entertainment options.

#### Internal company event support (team building and recreation activities)

Financial support is provided to cultivate a sense of unity and strengthen relationships within the organization, aiming to promote interaction and communication between employees.

#### Employee shareholders' association (62% participation)

Employees are supported in their efforts toward mid- to long-term wealth accumulation, including through payment of financial incentives to employees participating in the employee shareholders' association.

#### Free-choice defined contribution plans (80% participation)

Employees are supported in their efforts to build wealth for the future. Based on the choice and life plan of the individual, a set allowance is paid as part of their salary or contributed to their pension plan.

#### Support for employees undergoing medical treatments

Employees are assisted in managing their work commitments alongside medical treatments, serious illness such as cancer or otherwise as specified by the government, through flexible work arrangements tailored to their treatment solutions.

# / Human Rights

## Respect for Human Rights

### Management Structure for Human Rights

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INPEX's governance structure for human rights is detailed under the heading of Governance in [Sustainability Structure](#).

### Human Rights Initiatives

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We support international norms such as the International Bill of Human Rights, the International Labour Standards of the International Labour Organization, the United Nations Guiding Principles on Business and Human Rights, and the human rights principles of the United Nations Global Compact.

Our Sustainability Principles, Business Principles, Code of Conduct, INPEX Group Human Rights Policy, and other policies require all our officers and employees not only to comply with laws and regulations but also to respect social norms and act with high moral values.

In our [Sustainability Principles](#), we outline our commitment to building and maintaining trusted relationships with all stakeholders, including our employees, to continue fulfilling our social responsibilities through our business activities as a credible company.

In particular, the establishment of strong and trusted relationships with local communities where we operate forms the basis of our social license to operate, and we are committed to the fair and proactive disclosure of corporate information. We seek to build and maintain trusted relationships with our stakeholders through open and transparent dialogue.

In the INPEX Group's [Business Principles](#) and [Code of Conduct](#), we state that we will respect the human rights of the countries in which we operate, and our officers and employees will comply with the following:

- We recognize that human rights are important rights that derive from the dignity of individuals, and we respect the human rights of individuals in relevant countries.
- Non-complicity in human rights violations, compliance, social security, and fair competition: We respect international human rights codes, and we pay attention not to be involved in any act that may infringe human rights.
- Prohibition of discrimination and equality under the law: We do not discriminate based on factors such as race, skin color, gender, sexual orientation, gender identity, age, creed, religion, birth, nationality, disabilities, or educational background.
- Abolition of forced labor and child labor: We do not force employees to work against their will, and we do not cause children to work.

We established the Compliance Committee, which is chaired by the director in charge of compliance, to ensure strict compliance with corporate ethics and behavior in accordance with these principles and policies. Please refer to the [Compliance Structure](#) for information regarding the Committee.

The [INPEX Group Human Rights Policy](#) reflects the United Nations Guiding Principles on Business and Human Rights and was issued in FY2017. In accordance with this policy, we implement measures to address the human rights of all stakeholders – including stakeholders in our supply chains – in each country and region where we operate. The policy prohibits all forced labor and child labor and affirms our respect for matters such as the freedom of association and right to collective bargaining.

## UK Modern Slavery Act Statement

The INPEX Group implements measures to address the human rights of all stakeholders in each country and region where it operates, including stakeholders in its supply chains.

As part of these efforts, we issue a Modern Slavery Act Statement based on the United Kingdom Modern Slavery Act 2015 <sup>1</sup>, which was enacted in October 2015.

As an energy development company with sites around the world, including the United Kingdom, this statement indicates our policies, structures, and specific initiatives related to the prevention of slavery and human trafficking in the management of the Group's supply chain.

In addition, since FY2020, INPEX Operations Australia Pty Ltd has annually prepared and issued the INPEX Australia Modern Slavery Statement pursuant to the Australian Modern Slavery Act 2018. Furthermore, to comply with the Norwegian Transparency Act, INPEX Idemitsu Norge AS performs due diligence regarding human rights and working conditions and has disclosed the Transparency Act Due Diligence Report, which states its due diligence activities, since FY2022.

We will continue to strive to enhance our human rights management. Through this, we will steadily live up to our social responsibilities to the local communities in which we operate, and we will contribute to the creation of a sustainable society.

<sup>1</sup> Under this act, companies that do business in the United Kingdom and meet specific conditions are required to disclose details regarding the initiatives they implement in their own supply chain to prevent modern slavery on their website.

[FY2024 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2023 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2022 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2021 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2020 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2019 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2018 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2017 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2016 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

[FY2015 Statement Pursuant to the United Kingdom Modern Slavery Act 2015](#)

# Response to Feedback from Stakeholders

## Establishment of Various Inquiry and Grievance Mechanisms

INPEX operates various inquiry and grievance mechanisms to be accessible to all stakeholders. We consider protecting the privacy of whistle-blowers and those who consult us, and we also accept feedback anonymously.

### Various Inquiry and Grievance Mechanisms

Contact Points	Scope
Internal whistle-blowing contact points	Officers and employees
Whistle-blowing contact points for external stakeholders	Shareholders, investors, business partners (including suppliers, contractors, and security guards), NGOs, and local residents
Labor-management council	Employees

### Development and Operation of Internal Whistle-blowing System

In terms of the internal whistle-blowing system, we have set up a helpline for receiving all reports and consultations – including those related to discrimination, human rights, and harassment – in Japanese and English. We have also launched the INPEX Global Hotline with support in roughly 20 languages, including local languages of the areas in which we operate. The structure regarding our whistle-blowing system is detailed below. The helpline has internal and external (law firm) contact points, while the INPEX Global Hotline is wholly administered by an external service provider. Reporting and consulting can be completed anonymously. Taking into consideration the environment of all kinds of whistle-blowers, methods such as email, telephone, and mail can be used.

When investigating whistle-blower reports or consultations, our internal Whistle-blowing Rules prohibit disadvantageous treatment of whistle-blowers. We are also committed to protecting whistle-blowers from any negative consequences, such as conducting training for personnel involved in whistle-blowing operations in INPEX and whistle-blowing contact points at our subsidiaries. If investigation results confirm harassment or other compliance violations, we will take corrective actions, including disciplinary actions, and implement recurrence prevention measures, including conducting training and raising internal awareness.

Please refer to [Response to Whistle-blower Reports](#) for other details on our whistle-blowing system.

### Establishment and Operation of Whistle-blowing System for External Stakeholders

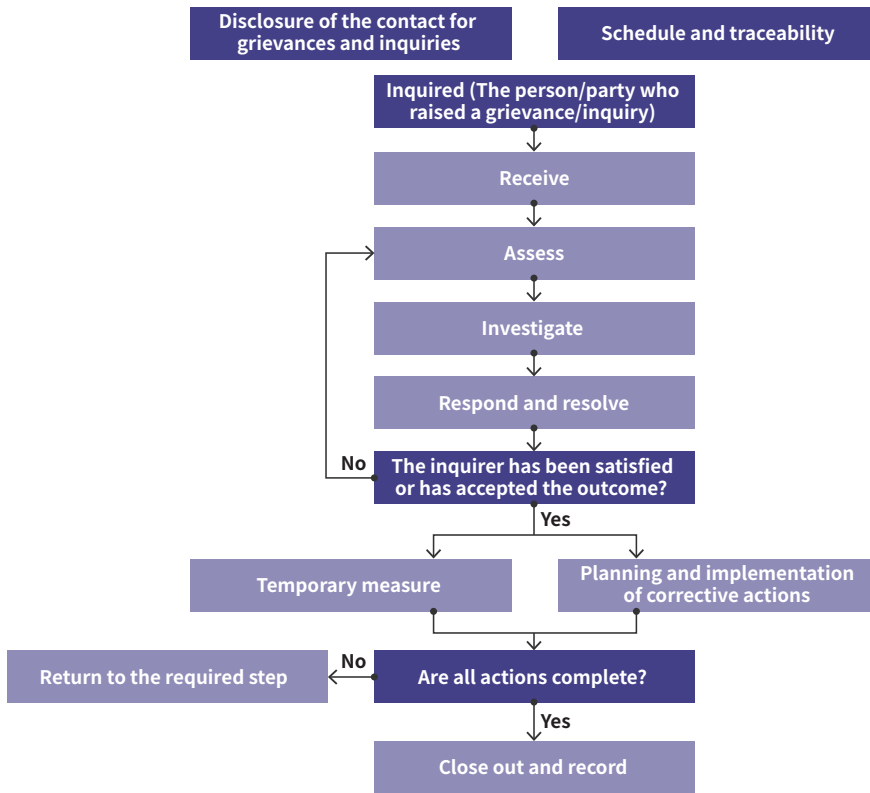
At all our sites in Japan and overseas, we take local community feedback seriously, recording, managing, and addressing it diligently. At our main sites located in Japan, Australia, Indonesia, and Abu Dhabi, we receive feedback via diverse channels according to the region or project. This includes telephone, email, letter, and face-to-face dialogue with our office representatives.

### Inquiry and Grievance Management

We recognize grievances may arise from external stakeholders in relation to our business activities. We have defined a process for identifying, investigating, and resolving any such external grievances, and we conduct dialogue with local communities and other stakeholders. Feedback received is shared between relevant personnel and used to monitor local community sentiment. We strive to identify any new areas of concern as early as possible and minimize potential risks. Should we receive grievances from local communities, we respond in the local language and follow our established procedures to ascertain the facts and provide appropriate responses, in collaboration with relevant stakeholders.

No grievances requiring corrective actions were received at any of our sites during FY2024.

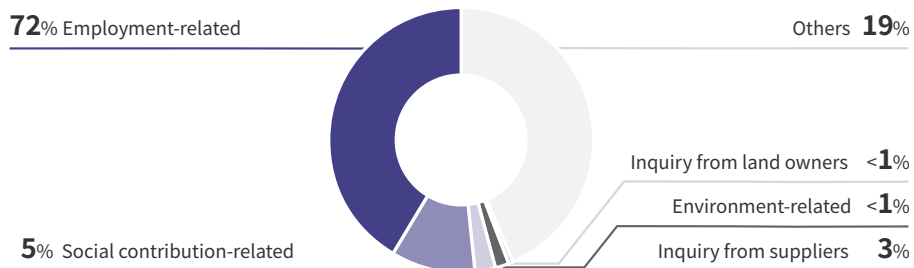
### Example of Flow for Responding to Grievances and Inquiries



### Feedback from Local Communities

Below is the breakdown of inquiries and feedback from local communities, received during FY2024 in line with our external stakeholder response procedures, at sites where we act as the project operator.

### Breakdown of Inquiries and Feedback from Local Communities in Japan, Australia, and Indonesia in FY2024



### Case Study: Grievances and Responses

One grievance received concerned noise coming from the Nagaoka Field Office at night. After discussing the details with the originator, we quickly implemented additional noise mitigation due to the existing measures being insufficient. Another grievance concerned a damaged steel fence at the Akita Field Office. After receiving a report indicating potential danger to people passing by, we repaired it immediately.

## Labor-management Meetings

The INPEX Labor Union is made up of a central head office and branches and has established its branches at our five key sites in Japan. Furthermore, the central head office manages and handles seconded employees in Japan and other sites without branches. The central head office and branches engage in close communication and dialogue regarding labor-management issues through biannual central labor-management meetings and labor-management meetings by five branches. Union officers go on-site to overseas sites once per year to engage in direct discussions with personnel dispatched overseas. They conduct local labor and living condition studies, perform document-based fact-finding studies for areas they were unable to visit in person, and share information regarding actual conditions at overseas sites and requests from locally stationed personnel with the Company (the head office Human Resources Unit and overseas offices) to address problems and make improvements.

## Active Community Consultation

As of the end of 2024, community consultations have been conducted for 100% of the 37 production/operation projects in which we hold interests (including 27 oil and natural gas projects) as well as all 6 development/construction projects (including 1 oil and natural gas project). The projects where we serve as the operator are listed below:

### Production Assets/Operating Sites

- Ichthys LNG Project (Darwin, Australia)
- Naoetsu LNG Receiving Terminal and pipeline network (Niigata, Japan)
- Minami Nagaoka Gas Field (Niigata, Japan)
- Naruto Gas Field (Chiba, Japan)
- Yabase Oil Field (Akita, Japan)
- INPEX Mega Solar Joetsu (Niigata, Japan)

### Development/Construction Projects

- Abadi LNG Project (Indonesia)
- Katatsumuri Yama Power Plant Geothermal Power Project (Akita, Japan)

At our head office and overseas offices, we hold regular meetings to address common and emerging environmental, social, and governance issues and share the latest information about stakeholder engagement in each jurisdiction for the development of future action plans.

## Japan

We engage in dialogue with local stakeholders of our operational sites in Japan (Niigata, Minamiaga, Nagaoka, Kashiwazaki, Joetsu, Akita, and Chiba) through contact points for local communities.

Every year, we actively participate in community events, including providing sponsorship and volunteer support for a marathon in Kashiwazaki. Additionally, we sponsor firework displays at summer festivals in Niigata, Nagaoka, Kashiwazaki, Joetsu, and Akita. Collaborating with residents of Nagaoka, we contribute to environmental conservation through a semiannual reforestation project. Furthermore, the Naoetsu LNG Terminal – the core facility of our gas supply chain and the receiving terminal for LNG shipped from Ichthys LNG in Australia – publishes a bimonthly newsletter for local residents, municipal offices, and government agencies to inform them on the terminal's operations, safety efforts, and other matters. Our employees also engage with local residents through involvement in community activities such as softball tournaments.

### Case Study: Worksite Tours for Local Residents

When constructing gas pipelines in Japan, we ensure free prior and informed consent (FPIC) is received from local governments, and residents and companies along the route. To do this, we offer pre-construction briefings, circulate notices about the work, and provide worksite tours. As a standard practice, we typically select pipeline routes that pass under public land, such as public roads, thereby minimizing the need for residents to relocate.

As an exception, when conducting shield tunneling and jacking work, we negotiate with landowners along the route to lease the minimum area of land required for construction period. We then pay a fee to lease the land for the duration of work. When leasing agricultural land, such as rice paddies and vegetable gardens, we financially compensate farmers for the duration of our work and according to the crops being grown. Based on the construction plan, we invite landowners to briefings and site visits before work commences. After the construction is completed, we promptly restore and return land to farmers.

### Australia

In Australia, we strive to develop strong and trusted relationships in the communities where we have a presence by actively engaging and working closely with key stakeholders – including authorities, industry/business, and civil society organizations – and the broader community to ensure we readily communicate relevant information about our activities, understand the implications of these activities on community and stakeholder interests, and receive valuable feedback on our business practices and performance.

We conduct engagement activities in line with our principles for stakeholder engagement to ensure:

- proper identification and prioritization of stakeholders;
- regular contact with priority stakeholders;
- appropriate engagement of Aboriginal and Torres Strait Islander peoples, language groups, native title holders, and organizations in the conduct of commercial activities;
- upfront communication on issues and impacts;
- easily accessible information;
- consistent, timely, and responsive communication; and
- ongoing monitoring and improvement.

We draw insights from our engagement activities to help guide our business conduct and management of potential impacts, and consider and incorporate the views of impacted stakeholders into our business decisions and activities.

We use a range of communication methods to suit the engagement purpose and stakeholder preference, including face-to-face and virtual meetings, industry and community forums and events, emails and online information, mainstream and social media, advertising, and communications collateral. In FY2024, more than 300 engagements were held with government, industry, business, and community stakeholders.

We also publish a toll-free phone number, email address and inquiries form on our website and in other forums for community members to provide feedback on our activities. In FY2024, we received 583 inquiries, a significant increase compared to 380 the previous year. Most inquiries received related to employment opportunities (23% from Australian residents, 54% from overseas job seekers).

[Kimberley Community Update 2024](#)

[Community Engagement in the Northern Territory 2024](#)

[Community Feedback in Australia](#)

## Indonesia

We strive to maintain productive communication with relevant stakeholders for the Abadi LNG Project in Indonesia. This includes not only local communities, residents, and others directly impacted by our project operations, but also NGOs and the central, provincial, and local governments. As part of this commitment, we base employees who were raised in the areas surrounding the operational sites, in those locations. This enables them to directly support our efforts to maintain active dialogue with those communities.

Regarding the environmental and social impact assessment currently underway, we developed a Stakeholder Engagement and Public Consultation Plan (SECP) ahead of the public consultations for local residents that are held as part of the Indonesian Environmental and Social Impact Assessment process (AMDAL). The SECP goes beyond the requirements of AMDAL to incorporate stakeholder engagement requirements stipulated in the Performance Standards of the International Finance Corporation (IFC), which are globally recognized guidelines for environmental and social risk management. We are implementing initiatives in accordance with the SECP.

Our stakeholder engagement at each process of the environmental and social impact assessment are summarized as follows.

### Stakeholder Engagement at Each Process of the Environmental and Social Impact Assessments

FY	Processes	Stakeholder-related Initiatives
2018	<b>Identification of stakeholders</b>	<ul style="list-style-type: none"> <li>Identified a wide array of stakeholders in the project and created a stakeholder map</li> </ul>
2019	<b>Development of Stakeholder Engagement and Public Consultation Plan (SECP)</b>	<ul style="list-style-type: none"> <li>Identified requirements for the Indonesian Environmental and Social Impact Assessment process (AMDAL) and stakeholder engagement as stipulated in the Performance Standards of the International Finance Corporation (IFC)</li> <li>Developed a Stakeholder Engagement and Public Consultation Plan (SECP) to comprehensively manage the requirements above</li> </ul>
	<b>Implementation of AMDAL Public Consultation</b>	<ul style="list-style-type: none"> <li>Held AMDAL public consultations in each project site area and conducted hearing of the local community's concerns</li> </ul>
	<b>Development of KA-ANDAL</b>	<ul style="list-style-type: none"> <li>Developed Terms of Reference (KA-ANDAL) for environmental and social impact assessments that take into consideration the local community's concerns identified in the public consultations above</li> </ul>
	<b>Baseline survey</b>	<ul style="list-style-type: none"> <li>Conducted surveys through face-to-face dialogue—including through focus group discussions (FGDs), household surveys, and key informant interviews (KIIs)—to understand the current situation of the affected communities</li> </ul>
2020–2021	<b>Impact assessments</b>	<ul style="list-style-type: none"> <li>Assessed the potential impacts on affected communities during construction and operations phases, and conducted the impact assessment related to communities' community concerns</li> </ul>
2022	<b>Development of environmental management and monitoring plans</b>	<ul style="list-style-type: none"> <li>Developed environmental management and monitoring plans based on the results of the impact assessments above</li> <li>Responded to all comments received during the Technical Evaluation Meeting (comprising experts such as university professors) and AMDAL Commission Evaluation Meeting (comprising members such as local government officials, heads of local communities, local residents, and local NGOs)</li> </ul>
2023	<b>Expansion of assessment applicability</b>	<ul style="list-style-type: none"> <li>As a result of dialogue with Indonesia's southwest Maluku province and its residents, adjacent to our project site, added the province to the list of regions subject to environmental and social impact assessments</li> </ul>
2024	<b>Finalization of AMDAL documents</b>	<ul style="list-style-type: none"> <li>Held AMDAL Commission Evaluation Meeting again, received new comments from local stakeholders, and finalized AMDAL documents</li> </ul>

## Abu Dhabi

We actively disclose information to the local communities near the site of our Abu Dhabi Onshore Block 4 project, with our employees engaging in ongoing respectful and timely dialogue using the local language.

The local communities are living on and farming the land surrounding the area in which we are drilling for this project. With our environmental and social impact assessments, we seek to identify the stakeholders impacted by our projects, and understand their regional distribution. We assess the impact of the project on stakeholders and use the results to plan and implement impact reduction measures and environmental monitoring. Through these assessments, we are monitoring environmental air quality and noise levels in the vicinity of the project site.

Prior to drilling or conducting other on-site work, we collaborate with the local government to distribute project brochures and send SMS to people in the local communities. This ensures they are informed about the nature of the work, duration and potential impacts, and contact details for inquiries. Upon receiving questions or feedback from the local communities, we promptly respond in person or by telephone and other channels, ensuring a high level of transparency in our communications.

## Human Rights Due Diligence

Since FY2016, INPEX has been conducting human rights due diligence with the assistance of outside human rights experts at its sites in Japan and overseas to enhance its human rights management. Conducted in line with the INPEX Group Human Rights Policy, as of the end of FY2024, we have applied this due diligence to eight of our operational sites in three countries, non-operator projects, and suppliers with significant monetary impacts.

In FY2024, we expanded the scope of reassessment to include not only our oil and gas business but also our renewable energy business. With the cooperation of external experts, we conducted a reassessment of human rights risks through our value chain.

These reassessments will extend to all of the stakeholders in our value chain – our employees, indigenous peoples, migrant workers, suppliers and contractors, and local communities.

For Ichthys LNG, which we serve as the operator, we manage social and environmental risks – including human rights due diligence – based on the Performance Standards of the IFC, which are globally recognized guidelines for environmental and social risk management. We monitor compliance with these standards within the Ichthys LNG Project operations through regular reports and audits. IFC Performance Standard 2: Labor and Working Conditions covers forced labor, child labor, working conditions, and grievance mechanisms.

### Desktop Assessment

In FY2024, we identified human rights issues, expanding the scope of our desktop assessment to include renewable energy business. We looked at the documents of survey institutions such as SASB and OECD, international norms, various guidelines, and industry-related documents. When identifying the risks in our businesses, our scope covered those to our employees, women, children, indigenous peoples, migrant workers, the employees of suppliers and contractors, and local communities.

### Human Rights Risk Assessments

Regarding the human rights issues identified through our desktop assessment, we conducted human rights risk assessments to identify the issues (especially salient human rights issues) that need to be handled with priority.

#### Human Rights Risk Assessment Method

We conducted human rights risk assessments along the two axes of severity and likelihood for the human rights issues identified through our desktop assessment. We also used the knowledge of external consultants in our assessments.

#### Assessment of severity

We assessed the severity of our project's impact on human rights issues based on the following three items:

1. Materiality of negative impacts (impacts on lives from human rights violations)
2. Scope of negative impacts (number of people affected)
3. Difficulty of remedy (possibility of remedy via compensation)

#### Assessment of likelihood

We assessed likelihood based on risks by country/industry (assessment using risks from external data), frequency taking into consideration the state of occurrence of cases related to human rights issues, and the state of management structure (vulnerability).

#### Implementation of Survey

We conducted a survey on state of management structure (vulnerability) and occurrence of cases related to each human rights issue and used the results to assess human rights risks.

#### Survey scope

The survey was conducted for the following targets in our business:

- All operator projects
- All non-operator project sites
- Suppliers with significant monetary impacts

**Assessment of management structure vulnerability**

For each survey target, we obtained responses regarding the state of their management structure for handling the human rights issues, we identified and assessed the vulnerability of that management structure. We used the results to assess human rights risks as factors for consideration in assessing likelihood.

**Assessment of actual cases**

For each survey target, we checked for the occurrence of human rights violations related to the human rights issues we identified. If such cases exist, we used them to assess human rights risks as factors for consideration in assessing severity and likelihood, after taking into account their details and the state of response.

**Salient human rights issues identified in FY2024**

The table below shows the human rights issues identified for our priority response based on the results of our human rights risk assessments.

Human Rights Issues in Oil and Natural Gas Business	Human Rights Issues in Renewable Energy Business
<ul style="list-style-type: none"> <li>• Thorough procurement practices (business partner management)</li> <li>• Forced labor</li> <li>• Occupational health and safety</li> <li>• Appropriate work environment (including access to water)</li> <li>• Wages (right to an adequate standard of living)</li> <li>• Freedom of association and right to collective bargaining</li> <li>• Rights of indigenous peoples and local residents</li> <li>• Responsible security management</li> </ul>	<ul style="list-style-type: none"> <li>• Non-complicity in human rights violations, compliance, social security, and fair competition</li> <li>• Thorough procurement practices (business partner management)</li> <li>• Child labor</li> <li>• Forced labor</li> <li>• Occupational health and safety</li> <li>• Wages (right to an adequate standard of living)</li> <li>• Freedom of association and right to collective bargaining</li> <li>• Rights of indigenous peoples and local residents</li> </ul>

We also investigated other areas of human rights risks – such as prohibition of discrimination and equality under the law, working hours, human trafficking, equal wages, women’s rights, and privacy – through our risk identification and assessment process. Considering geographical and other characteristics of our business operations, and the risk management already conducted, these areas were not deemed to be our salient human rights risks.

**Responding to Human Rights Risks and Consideration of Response/Mitigation for Each Human Rights Issue**

**Responding to Human Rights Risks**

We undertake the following initiatives in view of the above human rights risk assessment results.

- Discuss future actions, such as widely disseminating the INPEX Group Human Rights Policy and providing human rights education, after confirming the management structure for human rights issues and the likelihood and severity of each issue and providing feedback on the assessment results to each site
- Regularly review human rights risks to properly respond to them and their countermeasures
- Conduct human rights risk assessments through surveys every three years

## Consideration of Measures and Corrective Actions for Each Human Rights Issue

For salient human rights issues identified as a result of risk assessments, we identified human rights issues to be prioritized and studied countermeasures, after considering the materiality and the state of management structure at each survey target.

### 1. Measures against human rights issues confirmed to have manifest risks

Through the survey conducted in FY2024, we confirmed several incidents, including fatal ones caused by fires at plants. For these cases, we have received responses indicating that preventive measures have already been implemented at the project level. Continuous monitoring will be undertaken going forward.

### 2. Measures against human rights issues with latent risks

For human rights issues that may have latent risks, we work to strengthen prevention measures, taking into consideration the materiality and the state of management structure at each survey target.

In FY2024, with no operational sites requiring a human rights-related corrective action plan, there were similarly no corrective actions required. We are implementing the measures to reduce human rights risks as detailed below.

## Respect for Human Rights in the Workplace

The following salient human rights issues relate to human rights risks in workplace environments: non-complicity in human rights violations, compliance, social security, fair competition, prohibition of discrimination, equality under the law, child labor, forced labor, occupational health and safety, working hours (rights to breaks and days off), appropriate working environments (including access to water), wages (right to enjoy an adequate standard of living), freedom of association and right to collective bargaining, responsible safety management, and more.

We engage in the following activities with respect to these issues. Please refer to [Establishment of Various Inquiry and Grievance Mechanisms](#) for details on the whistle-blowing system.

### Training to Raise Officers' and Employees' Awareness of Human Rights

In FY2017, to deepen awareness of the materiality of considering the human rights of various stakeholders as we go about our day-to-day business, we conducted human rights training for all officers and employees. Since FY2018, we have been providing this training every year to all new graduates and mid-career hires. This training emphasizes the importance of treating others sincerely, respectfully, and fairly, and all of our human rights training emphasizes respect for human rights. We also conduct training related to the handling of whistleblowing and harassment each year. Please refer to [Performance Data](#) for details.

### Improvement of Working Environments

Aligned with our [Code of Conduct](#), we strive to create sound working environments, which is in part achieved through fair working hours and wages. We ensure standard working hours at our sites in Japan and overseas are a maximum of 48 hours per week, and any overtime work is performed with the consent of the employee concerned and appropriate compensation provided. Furthermore, wages are set at a level that exceeds the living wage at each site, and we regularly monitor and review wage disparities between male and female employees. In addition to these measures, we conduct an annual survey to employees to monitor the working environment to ensure there are no human rights violations such as harassment.

### Dialogue between Labor and Management

Our labor agreement with the INPEX Labor Union stipulates that the Union possesses the right to organize, the right to bargain collectively, and the right to act collectively. We strive to maintain and develop a sound labor and management relationship by regularly providing opportunities for these parties to exchange views and ideas on a wide range of issues, such as challenges faced by the Company and future prospects, in addition to labor issues (health and safety, working environments, compensation, working hours, training, human resource development, stress management, equal opportunities, etc.).

In particular, regarding mass terminations of employees due to business management reasons or other significant matters, as well as changes in business operations that significantly impact employees, the company and the union have stipulated in the labor agreement that an appropriate notification period must be established in advance, and any such matters must be notified beforehand and discussed towards a peaceful and amicable resolution.

Furthermore, since the formation of the labor union in FY2008, there have been no grievance handling occurrences.

## External Stakeholders (Local Communities and Suppliers)

We are considerate of the human rights of all stakeholders in the value chains of our businesses. The following are the human rights risks and efforts for each group of stakeholders. In addition, please refer to [Response to Feedback from Stakeholders](#) for details.

### Supply Chain

Thorough procurement practices involve human rights risks related to the freedom of association, collective bargaining, forced labor, child labor, workplace discrimination, working conditions (occupational health and safety, wages, working hours, access to water, etc.), impacts on local communities, worker rights, and more.

Measures to address them include the release of a statement based on the UK Modern Slavery Act 2015 and Australian Modern Slavery Act 2018, formulation of the Supplier Code of Conduct and Supplier Code of Conduct Guidelines, and conducting of ESG workshops for our business partners.

As part of our own supplier selection process, in FY2023 we introduced a self-assessment of modern slavery risks, formulated Supplier Code of Conduct Guidelines, and explained our initiatives at our supplier forum. In FY2024, we also conducted human rights training for suppliers at this forum.

Please refer to [Supply Chain Management](#) for details on our other efforts.

### Local Communities

Human rights risks in local communities include social security, fair competition, prohibition of discrimination, equality under the law, rights of indigenous peoples and local residents, and responsible safety management. In impact assessments conducted before undertaking a project, to avoid incurring negative impacts on the local communities, we assess the following items after organizing an assessment team at an appropriate timing based on our environmental and social assessment plan.

- **Relocation of residents:** Briefings to residents on relocation and compensation for projects with non-voluntary relocation of residents; agreement before relocation; recovery in foundation for life after relocation; fair compensation; special consideration to relocating residents who are socially vulnerable
- **Lives and livelihoods:** Impacts of project on the residents' lives
- **Cultural heritage:** Impacts on archaeological, cultural, religious, and historical heritage, sites, etc.
- **Scenery:** Impacts on scenery
- **Ethnic minorities and indigenous peoples:** Violations of the rights of ethnic minorities and indigenous peoples; impacts on their cultures and ways of life

We engage in stakeholder dialogue as part of impact assessments and integrate findings into our business plans. We also provide opportunities for ongoing dialogue with local communities, including response to inquiries and grievances.

For the Abadi LNG Project in Indonesia, which is currently in the development stage, we have examined and assessed the human rights requirements of the IFC's Performance Standards, which are global environmental and social guidelines, using the processes shown in the table below as part of the environmental and social impact assessments we are currently conducting.

Processes	Human Rights Initiatives
<b>Selection of assessment items</b>	<ul style="list-style-type: none"> <li>• Select impact on vulnerable groups (women, children, economically disadvantaged people, the elderly, and people with disabilities) as an assessment item</li> <li>• Select impact on the local residents' traditional customary law-based ways of life (culture, customs, means of livelihood, etc.), sacred sites, cultural heritage, and the like as an assessment item</li> <li>• Collect and analyze existing data on above items</li> </ul>
<b>Baseline survey</b>	<ul style="list-style-type: none"> <li>• Perform focus group discussions (FGDs), household surveys, and key informant interviews (KIIs) to understand the current status of vulnerable groups in the affected communities and their traditional customary law-based ways of life (culture, customs, means of livelihood, etc.), sacred sites, cultural heritage, and land rights</li> </ul>
<b>Impact assessments</b>	<ul style="list-style-type: none"> <li>• Perform impact assessments on vulnerable groups and local residents with traditional customary law-based ways of life during construction and operation phases</li> </ul>
<b>Development of environmental management and monitoring plans</b>	<ul style="list-style-type: none"> <li>• Develop environmental management and monitoring plans based on the results of the impact assessments above</li> </ul>

We confirm and manage social risks, including human rights, in accordance with internal regulations. These risks relate to the requirements of the Voluntary Principles on Security and Human Rights (VPSHR).

In Indonesia, we are using a private security company and carry out regular KPI monitoring and assessments. To strengthen compliance with the spirit of the VPSHR and its regulations on respecting human rights, in FY2025, we conducted a program to raise awareness about security and human rights for the local police, military, security company, and our security personnel. After the program, we also conducted an exchange of opinions between participants that included matters such as good practices.

We also have planned and are now implementing a wide array of activities with the cooperation of local communities and relevant institutions in the five focus areas (1. improvement of local economies; 2. education; 3. public health; 4. the environment; and 5. strategic community contribution) of the Social Investment Strategy. Of these, our primary initiatives related to public health and access to clean water are shown in the table below.

FY	Human Rights Initiatives
<b>2020</b>	<ul style="list-style-type: none"> <li>• Provided assistance to promote the widespread adoption of public toilets; conducted classes on infant health and nutrition</li> <li>• Provided recovery support and medical supplies to areas affected by flooding</li> </ul>
<b>2021</b>	<ul style="list-style-type: none"> <li>• Designed and implemented a Clean &amp; Healthy Behavior Program to establish a community water tank and pipeline network so that clean drinking water can be supplied to every household</li> <li>• Guided community-led installation of facilities for providing drinking water based on the model of community-based participation and involvement</li> </ul>
<b>2022</b>	<ul style="list-style-type: none"> <li>• After the installation of facilities, transferred operation to the local community</li> </ul>
<b>2023</b>	<ul style="list-style-type: none"> <li>• Implemented public health awareness campaign, infant health check-ups, and supplementary food donations</li> </ul>
<b>2024</b>	<ul style="list-style-type: none"> <li>• In addition to the initiatives of FY2023, supported the building of community-based clean water management teams so local communities can maintain and manage water storage and supply facilities by themselves</li> </ul>

### Assessment of Human Rights Risks in New Businesses

When we acquired a 50% share of Australia-based Potentia Energy Pty Ltd (former Enel Green Power Australia Pty Ltd, or EGPA) in September 2023 as our new business, we confirmed its human rights risk management structure. In our Human right DD conducted in FY2024, we also expanded the scope to include human rights risks at joint ventures.

# Engagement with Indigenous Communities

## Reconciliation Action Plan

In Australia, our commitment to working with Aboriginal and Torres Strait Islander peoples to build sustainable and mutually beneficial relationships is underpinned by our Reconciliation Action Plan (RAP).

A RAP sets out practical actions and deliverables to help advance reconciliation in the communities in which we operate. Throughout FY2024, we continued to implement our third INPEX Stretch Reconciliation Action Plan (RAP) 2023–2025, which includes various actions and deliverables to further advance trusted relationships with Aboriginal and Torres Strait Islander communities and create sustainable social and economic outcomes for those communities. The implementation of RAP deliverables is facilitated by a RAP Working Group with oversight from a RAP Steering Committee. We regularly share progress on the implementation of the RAP, both internally and externally. <sup>1</sup>

By the end of FY2024, our number of direct Aboriginal employees increased to 54 individuals, and we are on track to achieving our RAP target of 60 employees – or 5% of our overall Australian workforce – by the end of FY2025. The total value spent with Aboriginal-owned businesses over the two-year period from FY2023 to FY2024 was more than A\$19.5 million, exceeding the three-year RAP target of A\$15 million.

<sup>1</sup> [Reconciliation Action Plan Report and Other Publications](#)

### Case Study 1: Djarindjin Aboriginal Corporation: Enterprising Vision

Home to the Bardi Jawi people, Djarindjin is a small remote community located near the top of the Dampier Peninsula, 200 kilometers north of Broome in the Kimberley region of Western Australia.

Since the early 2000s, Djarindjin Airport, operated by the Djarindjin Aboriginal Corporation (DAC) has been safely supporting INPEX through various drilling campaigns and in steady state operations, as a hot refueling base for helicopters shuttling workers and supplies between our offshore facilities located 450 kilometers off the coast of Broome.

A key priority of DAC has been the expansion and improvement of the Djarindjin airport, with their efforts underpinned by their belief that economic prosperity is a bridge to self-determination, self-empowerment and financial independence. In FY2011, a multi-million-dollar loan from Broome International Airport to upgrade Djarindjin Airport provided momentum for the fledgling enterprise. With the loan fully repaid in FY2018, their next milestone was achieved when DAC assumed full ownership of the airport in FY2022 – becoming Australia's first fully Aboriginal-owned and operated certified airport.

Working through our helicopter service provider PHI Aviation, the airport's operations have continued to provide a steady source of employment and upskilling opportunities for locals. DAC currently employs almost 100 workers, with one fifth of these employed at Djarindjin Airport.

DAC CEO Nathan McIvor highlights the revenue from the airport is reinvested into community programs. "We're proud to be supporting a range of services which further contribute to our community's independence and wellbeing – including a safehouse for women and children, a men's shed, a roadhouse, a general store, community housing and a campground," Nathan said.

We are committed to contributing to the economic development of the Kimberley region, with the DAC-operated Djarindjin Airport playing a crucial role in the ongoing success of our operations.

## Case Study 2: Savanna Fire Management Tiwi Islands Fire and Carbon Project milestone

The INPEX-led Ichthys Joint Venture continued the implementation of the Savanna Fire Management (SFM) Program across the Northern Territory. This program contributes carbon credit units to help offset greenhouse gas emissions from the Ichthys LNG onshore facility in Darwin, while promoting sustainable land management, connection to Country, and preserving Traditional Aboriginal and Torres Strait Islander knowledge.

One of the key operations funded by the SFM program is the Tiwi Islands Fire and Carbon Project, managed by Tiwi Resources Pty Ltd. This project spans approximately 8,000 square kilometers of Aboriginal freehold land on Melville and Bathurst Islands. These islands, which have been continuously inhabited by the Tiwi people for millennia, are renowned for their rich cultural and biological diversity.

Since FY2016, the project has had more than a hundred Traditional Owners and their families, alongside Tiwi Rangers, actively involved in annual fire planning and operations. To date, 90 individuals have received accredited training to safely participate in fire management activities.

The success of this project has enabled a recent monumental step for Tiwi people by transitioning away from external funding to a fully independent Indigenous-owned carbon enterprise. This transition marks a crucial step in the community's journey towards independence and local enterprise development. Tiwi Islands Resources Pty Ltd is the first organization that participates in the SFM program to become independently managed.

## Heritage Management

In Australia, heritage management plans have been developed and implemented to protect the cultural heritage of the communities in which we operate. The INPEX Larrakia Advisory Committee – a group primarily comprising of Larrakia people from a range of backgrounds and experience – is consulted on cultural heritage matters as the traditional owners of the Larrakia lands and waters in the Darwin region on which the Ichthys LNG onshore processing plant is located.

For the Ichthys LNG onshore processing facilities, we brought in Larrakia Heritage Monitors since the early stages of the construction to minimize impact on archaeological sites in the surrounding areas. We are committed to preserving items of cultural significance to Aboriginal peoples.

## Contribution Activities in Various Countries

### Contribution Activities in FY2024

INPEX engages in social contribution programs to support and enhance the social and economic development of local communities in response to their needs. We contributed 3.4 billion yen to social investment activities in FY2024.



### Japan

In Japan, we carry out social contribution activities aimed at addressing societal challenges and fostering community development through dialogue with stakeholders. These activities focus on the key areas of "Environment," "Education and Next-Generation Development," "Community Support," and "Arts and Sports". The main initiatives undertaken in FY 2024 are as follows:

- Support for Sports for People with Disabilities**  
 Under the brand message "Energy for a brighter future" ("Taking on the Future with the Power of the Earth" in the Japanese version) we aim to create a society where everyone, regardless of disabilities, can thrive. We contribute to the promotion of sports for people with disabilities through our official partnership agreement with the Japan Para-Sports Association (JPSA), Deaf Beach Volleyball Association (DBVA) and our sponsorship as a Total Support Member for the "the 25th Summer Deaflympics Games Tokyo 2025," commemorating the 100th anniversary of the Deaflympics. Additionally, we support the Inclusive Education Program organized by the Japan Inclusive Football Federation (JIFF). This program conveys the innovations and value of sports for people with disabilities to elementary and junior high school students through interactive, experiential lessons.
- INPEX Fundraising**  
 Our employees voluntarily contribute to a charitable giving program through which a portion of their pay is deducted for donation to NGOs and NPOs chosen through an annual employee vote, with the Company also donating matching sums of money. The beneficiaries selected engage in activities across three key areas: the Environment Education and Fostering Future Generations and Support for Local Communities.
- Initiatives for Education and Next-Generation Development (Arts)**  
 We sponsored the 93rd Music Competition of Japan, which has propelled numerous promising musicians onto the world stage of music. We also sponsored LA FOLLE JOURNÉE TOKYO 2025, a musical event held mainly at the Tokyo International Forum. In FY2024, we invited 51 members of families supported by the Ashinaga Foundation, one of the donation recipients from our charitable giving program, to LA FOLLE JOURNÉE TOKYO 2024.



Photo by Taichi Nishimaki  
LA FOLLE JOURNÉE TOKYO 2024



Photo by Shun Itaba  
LA FOLLE JOURNÉE TOKYO 2024

4. Initiatives for Regional Reforestation at the Minamiaga Field Office

Our Minamiaga Field Office employees team up with local junior high school students to plant seeds at roadside flower beds in the Shimokurose district of Agano City. In addition, Nagaoka Field Office employees join with agricultural workers and organizations to pick up litter and maintain flower beds in the area around Koshijihara Plant.



Planting seeds in flower beds

5. Initiatives at the Naoetsu LNG Terminal

At our Naoetsu LNG Terminal, we support requests of educational field trip opportunities for the local community – such as government offices, residents, and businesses – and offer tours that explore the terminal’s LNG tanks and other facilities. The tour includes a stop at the onsite INPEX Museum, a small theater that screens a fascinating video presentation of the story of oil and gas – from its formation through to its use in our everyday lives. In FY2024, third graders from the local Yachiho Elementary School visited the terminal for a field trip. Employees also visited the school to engage with sixth graders. In addition, as active members of the local community, our employees also participate in beach clean-ups organized by a local environmental group. Activities include picking up litter, mowing grass along roads near the office, and other beautification activities. In September, we rescued a kayak fisher who drifted to our pier due to bad sea state. We received a letter of commendation from Joetsu Coast Guard Station for this effort.



Commendation Ceremony by the Japan Coast Guard Station

## Australia

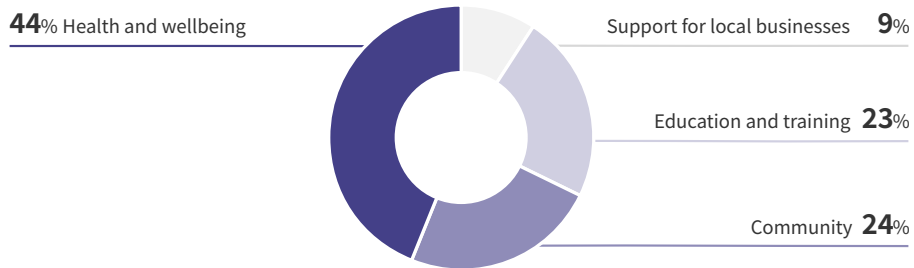
Through our social investment activities, we aim to contribute to the sustainable social and economic development of the communities in which we operate, which in turn supports many INPEX business objectives such as: maintaining long-term, trusted and meaningful stakeholder relationships and a social licence to operate within the broader community; enhancing our reputation and brand as a partner of choice; and attracting and retaining a skilled and diverse workforce who are proud to work for us.

The INPEX Australia Community Investment Strategy sets out our approach to conducting voluntary community investment activities that contribute to positive outcomes in our host communities. The Strategy includes our framework for creating social impact, outlining our strategic priorities and response, stakeholders and activities, and the outcomes we wish to support across the themes of education and training, health and wellbeing, local business capacity building, and community connectivity and resilience. Additionally, we prioritize funding to support initiatives that benefit Aboriginal and Torres Strait Islander peoples, young people, local businesses and broader communities in the regions where we conduct our activities. In FY2024, we supported more than 60 community initiatives, ranging from small community grants to strategic partnerships with for-purpose organizations. The allocation of investments by key area is shown in Figure A.

Each year, we continue to support community events and initiatives through sponsorship, and provide donations for important causes and disaster relief for impacted communities. We also offer in-kind support to community partners and their programs through employee volunteering, career mentoring, capacity building, and paid-for advertising and promotional opportunities.

We continue to focus on developing and expanding strategic community partnerships, with the intention of creating meaningful and long-term positive impact in our host communities. We are also taking steps to strengthen the governance and outcomes measurement frameworks that underpin our community investment activities.

### INPEX Australia voluntary community investment in FY2024 (by outcome area)



#### INPEX Australia community investment webpage



An INPEX engineer was among personnel engaging Darwin-based primary school students on STEM careers as part of the ARREA 'Bright Future' program



INPEX personnel enjoyed speaking to Aboriginal and Torres Strait Islander young women about energy career pathways at the Stars Foundation 'Darwin Futures Forum' in 2024



Our personnel joined in Christmas festivities at the INPEX-sponsored Starlight Express Room at Royal Darwin Hospital

### Case Study: Support for MAGNT STEAM Program

In August 2024, we announced support for a comprehensive education program grounded in science, technology, engineering, the arts, and mathematics (STEAM) through a new partnership between INPEX-led Ichthys LNG and the Museum and Art Gallery of the Northern Territory (MAGNT).

This A\$1.3 million STEAM program – delivered under the Ichthys Project Voluntary Offset Agreement – integrates curriculum-aligned learning and informal learning opportunities, and was designed to nurture the next generation’s educational development and foster STEAM-related curiosity for students and young people. Incorporating First Nations knowledge and perspectives is one of the key components of the program.

As Australia’s first scientists, Aboriginal and Torres Strait Islander peoples have explored and learned from the land, sea, and sky for more than 65,000 years. The STEAM program offers a platform to share this knowledge with school students, museum visitors, and other program participants through MAGNT’s Discovery Centre workshops and field trips across Darwin.

The program’s first field trip took participants to a coastal area on the outskirts of Darwin, where three Larrakia Rangers guided 14 participants in identifying shorebirds, with the experience highlighting the importance of connecting with the biodiversity of Country.



Lee Point Field Trip as part of the INPEX-led Ichthys LNG–MAGNT Education Partnershi



Natural Sciences Workshop held at MAGNT Discovery Centre as part of the INPEX-led Ichthys LNG–MAGNT Education Partnership.

## Indonesia

Since FY2009, we have engaged in diverse activities at the Abadi LNG Project in Indonesia to support the sustainable growth of local communities surrounding the project site centered on the Tanimbar Islands. This includes efforts to preserve the environment and traditional culture and create economic opportunities. We identify the needs of local communities through speaking with stakeholders, and we carry out activities that serve those needs according to the five focus areas (1) Improvement of local economies, 2) Education, 3) Public health, 4) the Environment, and 5) Strategic community contribution) of our Social Investment Strategy, developed with a mid- to long-term strategic outlook. Key efforts made in FY2024 include the following:

### Scholarship Program

We provided scholarships to students and teaching staff, with 44 recipients from Lelemuku Saumlaki University in the Tanimbar Islands and 100 recipients from Pattimura University Off-Campus Study Center in southwest Maluku.

### Health Program

In collaboration with local public health centers and governments, we conducted nutrition awareness activities, provided health checks to pregnant women and infants, and donated supplementary meals. Furthermore, as the first step toward securing access to clean water, we supported the creation of community-based clean water management teams. This enables local communities to maintain and manage water storage and supply facilities independently. We will continue this support next year and beyond, and plan to also repair and provide water storage and supply facilities.

### Environmental Program (Tree Planting and Beach Cleaning Program)

We worked with a regulatory authority (SKK Migas) for our upstream oil and gas business operations to conduct mangrove, mango, jackfruit, and other tree planting activities. We also conducted beach cleaning with residents, collecting and disposing waste.

### Economic Improvement Program

We conducted a project to study environmentally friendly, sustainable farming methods in collaboration with local communities and support farming using these methods. Additionally, we provide training for producers on processing bananas and cassava – the staple foods of local residents – into healthy snacks for sale.



Farming support for local communities

## Abu Dhabi

In Abu Dhabi, we are conducting social contribution activities with a focus on the three areas of education, environment, and culture. We are working through our subsidiary Japan Oil Development, Co., Ltd. (JODCO) and through the established INPEX JODCO Foundation.

In the area of education, we are implementing the following initiatives:

- Supporting an initiative, together with other Japanese companies operating in Abu Dhabi, for Emirati children to enroll in the Japanese School in Abu Dhabi.
- Supporting implementation of the Kumon Method mathematics learning format, together with the Abu Dhabi National Oil Company (ADNOC), at elementary schools in Abu Dhabi.
- Accepting university students from United Arab Emirates (UAE) as interns in cooperation with the internship program for Emirati students being implemented by the Japan International Cooperation Center (JICE).

In the area of environment, we are implementing the following initiative:

- Conducting an environmental education program since FY2023, and in FY2024, sending Japanese high school students to Abu Dhabi to experience mangrove planting together with students from the Japanese School in Abu Dhabi.
- Conducting discussions since FY2024 toward a joint study with the Environment Agency – Abu Dhabi on fixing carbon using mangrove trees.

In the area of culture, we are implementing the following initiatives:

- Participating in the Abu Dhabi International Hunting and Equestrian Exhibition (ADIHEX) and introducing Japanese traditional cultural activities, including falconry, sword-making, candy making, and tea ceremony.
- Supporting tea ceremony activities of the Urasenke Tankokai Abu Dhabi Association.
- Holding Judo Japanese Ambassador’s Cup tournaments with the Embassy of Japan in UAE and the UAE Judo Federation.
- Implementing the UAE-Japan Falconer Friendship Program with the Emirates Falconers’ Club since FY2023. Providing falconry cultural experiences at the Japanese School in Abu Dhabi, and at the same time, hosting UAE falconers in Japan in FY2024 for exchange with Japanese falconers as a counterpart program for sending Japanese falconers to UAE in FY2023.



UAE-Japan Falconer Exchange Program



Mangrove planting experience in Abu Dhabi

## Norway

Our subsidiary INPEX Norway Co., Ltd. has signed a sponsorship agreement between INPEX Idemitsu Norge AS (IIN) and the Munch Museum. From the museum’s inception in 1991, IIN has been a sponsor of the museum for more than 30 years since the days of IIN’s predecessor, Idemitsu Petroleum Norge AS. Donations from IIN have contributed to realizing several major projects, including the extension and repair of the museum as well as the restoration of famous Norwegian artist Edvard Munch’s masterpieces *The Scream* and *Madonna*.



Munch Museum

## Kazakhstan

In Kazakhstan, our subsidiary INPEX North Caspian Sea, Ltd. is providing support through the Kashagan Project, in which it participates, for the development of educational, medical, cultural, and other infrastructure in the regions of Atyrau and Mangistau. It is also providing finance and conducting support activities for sustainable development of local communities in each region.

In addition, we are implementing the following social contribution programs as unique INPEX initiatives.

In May 2024, we sponsored Rakugo and Music in Kazakhstan 2024, a series of performances combining music and *rakugo*, a traditional form of Japanese storytelling. Arranged by the Association for Spreading Japanese Culture Through Rakugo, a total of three performances were held across the cities of Astana and Almaty. With roughly 330 people attending the performances, it was a great opportunity for introducing traditional Japanese culture to the people of Kazakhstan.

As part of our human resource development efforts, we invited six mid-level employees from KazMunayGas (KMG), the national operator of the oil and gas industry of Kazakhstan, to Japan in September 2024 for a two-week training program on CCS/CCUS. Professor Takeshi Tsuji from the Department of Systems Innovation, Graduate School of Engineering, University of Tokyo served as the main lecturer. The program included lectures on CCS/CCUS, as well as worksite tours of multiple demonstration test sites, including our own. We are planning similar training for FY2025 and aim to contribute to Kazakhstan’s goal of carbon neutrality by 2060 through such human resource development.

Furthermore, starting from October 2024, we are making preparations to donate neonatal medical equipment to the Atyrau City Neonatal Medical Center in collaboration with the AYALA Charity Foundation. The center plans to introduce two medical devices for non-invasive jaundice measurement in neonates, as well as six neonatal phototherapy lamps, with the aim of improving the quality of neonatal care.

Through these initiatives, we are contributing to the development of local communities and improved welfare in Kazakhstan.



Rakugo performance in Almaty (Photo credit: Association for Spreading Japanese Culture Through Rakugo)



Tour of the Hirai area of our Higashi-Kashiwazaki Gas Field

## Support through Other Foundations

### INPEX Scholarship Foundation

Since its establishment in 1981, the INPEX Scholarship Foundation has provided scholarships aimed at promoting mutual understanding, friendship, and goodwill between Japan and Indonesia through student exchanges. In FY2022, this scholarship program was expanded to include students from Australia and UAE. The Foundation has supported 146 Indonesian, 67 Japanese, two Australian, and one Emirati students to date. Many of the students are now contributing to friendship and goodwill between Japan and their home countries in the research fields they studied during their time abroad.

In FY2025, the Foundation launched an international youth exchange program, inviting high school students from Indonesia, Australia, and UAE to Japan for exchanges with Japanese high school students. Additionally, the Foundation introduced a scholarship program for undergraduate students from overseas universities-designated by the Foundation-to study at Japanese universities.



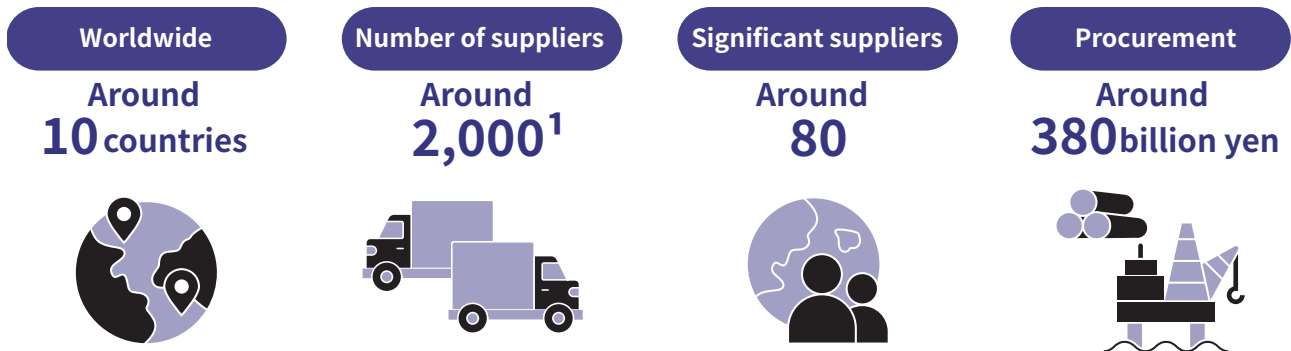
FY2024 INPEX Scholarship Foundation year-end exchange

# Supply Chain Management

## Our Policy

As a company that operates projects in roughly 10 countries worldwide, INPEX recognizes that fair and impartial procurement as well as management of suppliers that offer materials, equipment, and services are its key issues. Our [Details on Ethical Procurement Guideline](#) expressly prohibits impediments to fair and impartial competition, abuse of dominant bargaining positions, and inappropriate granting or receipt of benefits. It also requires that we protect the confidentiality of supplier information and technologies. In addition to that fundamental policy on procurement, it requires our officers and employees to comply with our Mission, Sustainability Principles, and [Code of Conduct](#), which defines requirements for conducting our business, for the purpose of fair and impartial procurement. In FY2022, we established the [Supplier Code of Conduct](#), which sets out our expectations of our suppliers across seven areas related to the environment, society, and governance (ESG), and includes compliance with labor and environmental laws and regulations, prevention of corruption, and respect for the INPEX Group Human Rights Policy. In FY2023, we issued our [Supplier Code of Conduct Guidelines](#) to promote greater understanding of the Supplier Code of Conduct. At our supplier forum in FY2024, where we invited approximately 70 significant suppliers in our domestic business, we explained our efforts regarding respect for human rights. We will continue to strengthen our relationships with suppliers through this forum, engage in competitive procurement, and enhance our supply chain management, such as risk management that includes CSR, and performance assessments.

## Procurement Overview



<sup>1</sup> Suppliers are only Tier-1 suppliers (Tier-2 suppliers are not included).

## Management Structure

The Compliance Committee consists of members including the Senior Vice President of the Logistics & IMT Division responsible for supply chain management. The Committee meets regularly to ensure strict compliance with corporate ethics and behavior in accordance with the [Details on Ethical Procurement Guideline](#) and [Code of Conduct](#). In December 2024, the Sustainability Committee discussed external assessments of our supply chain management and our initiatives in this area.

## Supply Chain Risk Management

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Each year, the INPEX Group procures approximately 380 billion yen in goods and services from roughly 2,000 suppliers. Procurement from our significant suppliers accounts for roughly 300 billion yen of this figure. We take the following actions to manage risks within our supply chain.

We encourage the employees in our procurement division to undergo company lectures and such about the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, procurement compliance, information security, and Anti-Bribery and Anti-Corruption (ABC) policy. As part of risk management in our supply chain, we also conduct regular identification and assessment of risks in our supply chain, and consider and implement measures to prevent and mitigate these risks. In 2024, we started organizing our global supply chain forum by the procurement divisions across the INPEX Group, including overseas sites, conducting discussions to strengthen supply chain functions – including Group-wide standardization of CSR-related operations – and formulating activity plans for subsequent fiscal years.

As a supplier-related initiative, we require suppliers to comply with labor and environmental laws and regulations, comply with our Supplier Code of Conduct, and respect the INPEX Group Human Rights Policy. These requirements are built into our standard contracts. When selecting suppliers, we strive to provide opportunities for potential new suppliers, both in Japan and overseas irrespective of the scale of their business based on fair and impartial assessments. In selecting suppliers, besides price, quality, delivery time, technological capabilities, and financial state, we also look at environmental, social, and governance (ESG) aspects, such as compliance with the laws and regulations of each country, our ABC policy, HSE requirements, and CSR risk management. In our Australian business, during bidding, we also conduct human rights-related self-assessment surveys and surveys regarding GHG emissions. These assessments are included in supplier assessments during bidding. We are also identifying the human rights risks in our supply chain and finalizing our framework for conducting further risk assessments, carrying out auditing processes, and making improvements. As part of strengthening risk management in our supply chain, we create opportunities for raising HSE awareness and improving supplier engagement by regularly holding HSE liaison meetings with significant suppliers to share information about HSE, quality, and other topics and exchange opinions about risk mitigation measures.

For significant suppliers as well as suppliers assessed as high risk through the above efforts, we encourage improvement through dialogue and work on avoidance and mitigation of risks, including through review of contracts.

## Supplier Screening and Assessment

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We conduct CSR self-assessment surveys of suppliers as part of our screening process for CSR risks in our supply chain. In FY2024, we received responses from 336 suppliers. Over the past three years, 46.8% of suppliers have completed CSR self-assessments. Our CSR self-assessment surveys comprise sections on the environment, society (human rights and labor, health and safety, and contribution to local communities), and governance (fair corporate activities and approach to business partners). In addition, taking into consideration the results of responses to our CSR self-assessment surveys, size of orders, sector/commodity risks (industry/sector), and country risks, we also conduct CSR audits to assess risks in greater detail and improve CSR-related efforts. In FY2024, we conducted second-party audits led by us on two suppliers, and third-party audits using external consultants on two suppliers. We conducted second-party audits using our CSR self-assessment surveys. Third-party audits were conducted using the external consultants' standards (developed based on international standards such as the ILO conventions and SA8000) as on-site audits at plants, construction sites, and such from the perspectives of the environment, society (labor, wages and working hours, and health and safety), and management systems. The CSR self-assessment surveys and audits did not discover any significant findings.

Through the above CSR self-assessment surveys for suppliers, CSR audits, and improvement measure discussions, we will work to reduce risks for our entire supply chain. We assign employees with SA8000 auditor qualifications to our procurement division to continuously identify and address sustainability risks in the supply chain.

## Supplier Code of Conduct and Supplier Code of Conduct Guidelines

In July 2022, we established our Supplier Code of Conduct, which clearly outlines our expectations of our suppliers in the following seven ESG-related areas to address ESG throughout our supply chain.

### Supplier Code of Conduct

Area	Overview
<b>Human rights and labor rights</b>	General principles of human rights, including elimination of child labor and discrimination, and protection of workers that includes ensuring a safe, hygienic and healthy work environment.
<b>Fair business practice</b>	No bribery, collusion or cartels, or association with antisocial forces, etc.
<b>Environment</b>	Prevention of environmental destruction through business activities, and reduction of CO <sub>2</sub> emissions, etc.
<b>Confidentiality</b>	Protection of personal and confidential information obtained through business operations.
<b>Local community</b>	Promotion of coexistence and co-prosperity with local communities.
<b>Whistle-blower system and grievance mechanism</b>	Establishment of a whistle-blower reporting system and training sessions conducted for employees on how to use it.
<b>Disclosure</b>	Disclosure of ESG-related information and ensuring transparency.

We require suppliers to comply with the Supplier Code of Conduct by including it in our standard contracts and having it accessible via our website. Furthermore, for significant transactions that meet or exceed specified contract periods or amounts, we conduct ESG assessments during the bidding process. The results of these assessments are used in supplier screening and deliberations regarding risk countermeasures.

In June 2023, we issued our Supplier Code of Conduct Guidelines. These guidelines contain explanations and conduct examples, to promote greater understanding of and compliance with the code among our suppliers.

[Details on Ethical Procurement Guideline](#)

[Supplier Code of Conduct](#)

[Supplier Code of Conduct Guidelines](#)

### Case Study: INPEX Australia’s Industry Participation Plan (IPP)

INPEX Australia’s Industry Participation Plan (IPP) for Ichthys LNG commits to providing full, fair, and reasonable opportunities to Australian suppliers. These commitments are cascaded to suppliers and contractors through our contracts and procurement processes. Regular progress reporting and scheduled meetings with significant suppliers and contractors are incorporated to assess levels of local content achieved against submitted plans and targets.

Our supplier opportunities portal on the INPEX Australia’ website provides guidance to suppliers seeking opportunities with INPEX Australia. <sup>1</sup>

<sup>1</sup> [INPEX Australia website – Supplier information](#)



# / Governance

**129 Corporate Governance**

**140 Risk Management**

**145 Initiatives for Emergency Response  
and BCP**

**147 Tax Governance**

**149 Initiatives Towards Promoting  
Compliance**

# / Corporate Governance

## Our Policy

INPEX's Mission is to contribute to the creation of a brighter future for society through our efforts to develop, produce and deliver energy in a sustainable way. Based on this Mission, to achieve sustainable growth and enhance our corporate value over the mid to long term, we fulfill our social responsibilities in cooperation with shareholders and other stakeholders. Furthermore, we continually strive to strengthen our corporate governance to ensure transparent, fair, and timely decision-making.

Please refer to the [Corporate Governance](#) section on our website for details on the Basic Policy on Corporate Governance and Corporate Governance Report.

## Management Structure

To ensure efficient corporate management and highly effective supervision based on our Mission, we have adopted the structure of a company with Audit & Supervisory Board Members, whereby Audit & Supervisory Board Members audit the business execution of Directors, who are well-versed in their fields. In addition, to further increase the agility and efficiency of our management, we have introduced an Executive Officer System. This system strengthens our business execution structure to respond accurately and quickly to a rapidly changing management environment and business growth.

We have many opportunities to engage in important negotiations with governments and international energy companies. This requires Executive Directors and Executive Officers who possess knowledge, expertise, and international experience related to our business. They must also have in-depth knowledge of both the Company and their fields of expertise. Typically, Directors who were initially the Company's employees also serve as Executive Officers. This ensures the Board of Directors is well-versed in the current management and business environments, enabling them to make informed decisions regarding optimal business execution while maintaining effective management supervision functions. At the same time, at least one third of the Board comprises of Independent Outside Directors. The measure aims to improve management transparency and strengthen the effective supervisory function of the Board. We leverage the objective perspectives of Independent Outside Directors, which may differ from those of Executive Directors. Given their independent standing, Independent Outside Directors are expected to provide advice based on their personal knowledge and experience. They oversee management and conflicts of interest transactions, and appropriately represent the views of stakeholders at Board of Directors meetings. Our Independent Outside Directors bring backgrounds in corporate management, academia, or specialized fields such as the resource and energy industry, finance, or legal affairs. They have been appointed based on their extensive experience and comprehensive insights.

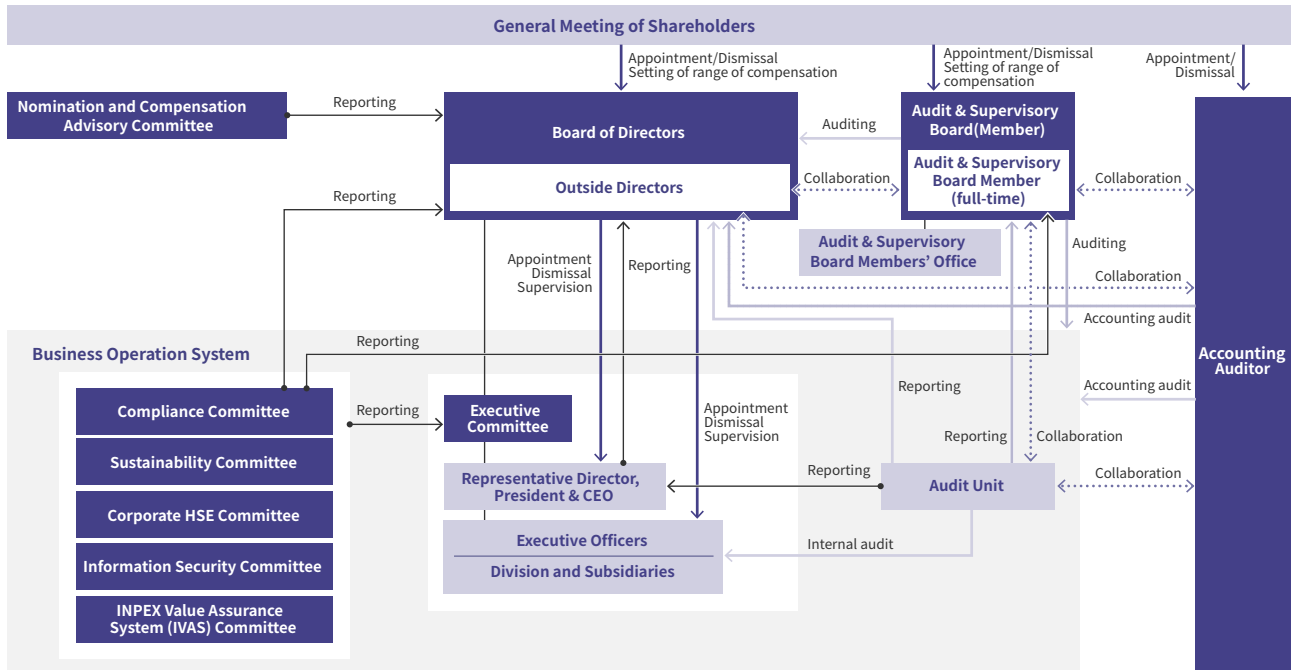
We are making steady progress to increase the diversity of the Board in terms of gender and nationality. We have appointed a female Outside Director, a female Outside Audit & Supervisory Board Member, and a foreign national as a Director. Currently, two of the members of the Board, which includes Audit & Supervisory Board Members, are women, accounting for 13% of the total Board membership. We have also appointed two female employees to the role of Executive Officer through internal promotion, ensuring diversity in our management structure.

The Nomination and Compensation Advisory Committee deepens discussions on ensuring further diversity and the appropriate size and composition of the Board. The Committee then shares the content of these discussions with the Board. Diversity here includes age, gender, work history, field of expertise, cross-cultural backgrounds, wide-ranging knowledge, and more.

Four of the five members of our Audit & Supervisory Board are Independent Outside Audit & Supervisory Board Members. The Board has been established pursuant to the Japanese law to strengthen the audit function, ensuring the independence of Audit & Supervisory Board Members and effectiveness of audits. Further efforts include assigning audit assistants to the Audit & Supervisory Board Members' Office – which assist Audit & Supervisory Board operations – and strengthening the Board's collaboration with the internal audit department (Audit Unit) and audit firm. Engagement partners of the audit firm are appropriately rotated into the role of accounting auditor in accordance with the Certified Public Accountants Act of Japan, with none of them involved in auditing duties for more than seven consecutive fiscal years. In addition, the lead engagement partner is not involved in auditing duties for more than five consecutive fiscal years.

We hold regular meetings for Outside Directors, Representative Directors, Audit & Supervisory Board Members, and the accounting auditor. These include meetings attended by Outside Directors, Audit & Supervisory Board Members, and Representative Directors; meetings attended by Outside Directors and Audit & Supervisory Board Members (which can include the accounting auditor); and meetings attended by Audit & Supervisory Board Members and Representative Directors. Meeting participants exchange opinions on a wide range of management-related material issues, the development and operation of internal control systems, and other corporate governance-related matters.

### Corporate Governance Structure



### Directors and Board of Directors

The responsibilities of the Board of Directors include exercising its supervisory function to the full extent, ensuring fairness and transparency in management, fostering sustainable growth, and increasing corporate value over the mid to long term. This is achieved through effective corporate governance, acknowledging fiduciary responsibility to shareholders.

The Board consists of 10 members, including five Independent Outside Directors. The Representative Director, President & CEO, who is the most well-versed in our operations, serves as the Chair of the Board to ensure efficient discussions.

In addition to regular monthly meetings, the Board meets as needed to discuss and decide on matters concerning management strategy and material business operations. It also supervises the execution of duties by Directors.

The Articles of Incorporation state that the term of office of Directors shall be one year. This is to enhance their ability to promptly respond to changes in the global management environment and to further clarify management responsibilities.

## Directors, Board of Directors Meeting Attendance, and Activities

The table below shows the composition of the Board of Directors as of April 1, 2025, and attendance at Board of Directors meetings in FY2024. [Notice and materials of the 19th Ordinary General Meeting of Shareholders \(page 20\)](#)

### Attendance of All Directors at Board of Directors Meetings (FY2024)

Position	Name	Responsibilities	Attendance at Board of Directors Meetings
Representative Director, President & CEO	Takayuki Ueda	–	100% (15/15 times)
Representative Director, Senior Executive Vice President	Hiroshi Fujii	Senior Executive Vice President, Europe & Middle East Projects	_ <sup>1</sup>
Director, Senior Executive Vice President	Hitoshi Okawa	Senior Executive Vice President, General Administration and Oceania Projects, Head of Overseas Projects	91% (11/12 times) <sup>2</sup>
Director, Senior Managing Executive Officer	Daisuke Yamada	Executive Vice President, Finance & Accounting	100% (15/15 times)
Director, Senior Managing Executive Officer	Toshiaki Takimoto	Executive Vice President, Corporate Strategy & Planning, Legal Affairs, Compliance, Head of Low Carbon Solutions	100% (15/15 times)
Director (Outside)	Jun Yanai	Director (Outside)	100% (15/15 times)
Director (Outside)	Norinao Iio	Director (Outside)	100% (15/15 times)
Director (Outside)	Atsuko Nishimura	Director (Outside)	100% (15/15 times)
Director (Outside)	Hideka Morimoto	Director (Outside)	100% (15/15 times)
Director (Outside)	Bruce Miller	Director (Outside)	_ <sup>1</sup>

1 Attendance in this fiscal year is not applicable because Representative Director Hiroshi Fujii and Outside Director Bruce Miller were appointed on March 28, 2025.

2 Director Hitoshi Okawa was appointed on March 26, 2024.

\* Representative Director Toshiaki Kitamura and Directors Kimihisa Kittaka and Nobuharu Sase resigned on March 26, 2024. They attended all three Board of Directors meetings held during their term of office.

\*\* Representative Director Kenji Kawano and Director Tomoo Nishikawa resigned on March 28, 2025. They attended all 15 Board of Directors meetings held in FY2024.

## Specific Content of Deliberations

Specific Content of Deliberations			Number of Items Deliberated
Individual projects	(Oil and gas business)	Current status of the Ichthys Project, overseas projects, and domestic projects, confirmed value of proved reserves, actual and forecast production volumes, etc.	32
	(Five net zero businesses)	Current status of the five net zero businesses, individual overseas and domestic projects, etc.	10
Corporate governance		Matters related to the General Meeting of Shareholders, evaluation of the effectiveness of the Board of Directors, reports from the Nomination and Compensation Advisory Committee, revision of the basic policy on corporate governance and other policies, revision of various regulations, officer appointment and compensation, Director and officer (D&O) insurance, limited liability agreements, audit plans, internal audit reports, etc.	30
Management strategy/business strategy/market dialogue		Share price movements and investor comment feedback, progress and summary of the Mid-term Business Plan, discussion on formulation of the next corporate vision, formulation of the advertising activity policy, formation of separate companies for domestic projects, reports from the INPEX Advisory Committee, organizational restructuring, verification of cross-shareholdings, formulation of the shareholder returns policy	20
Finance/accounting		Settlement of accounts and budgeting, financing plans, fiscal year plans, etc.	13
HSE		Regular HSE reports, etc.	12
Compliance		Compliance activity reports, reports on compliance with the United Kingdom Modern Slavery Act, etc.	3
Sustainability		Initiatives to address sustainability-related issues, publishing of the Integrated Report and Sustainability Report, etc.	3
		<b>Total</b>	<b>123</b>

## Audit & Supervisory Board

We have adopted an Audit & Supervisory Board Member system which comprises a five-member Board, including four Outside Audit & Supervisory Board Members. These four Outside Audit & Supervisory Board Members have abundant experience and knowledge of our business, finances, tax, international financing, management, and other fields, which they apply to their auditing duties. We have also established an Audit & Supervisory Board Members' Office, which is an organization independent from executive divisions that assists Audit & Supervisory Board Members in the execution of their duties. Four full-time employees with relevant knowledge and ability have been assigned to the Office. In principle, the Audit & Supervisory Board meets monthly on the same day as Board of Directors meetings, or as necessary. The Audit & Supervisory Board makes decisions on statutory matters including audit plans, and receives reports from the internal audit department and accounting auditor on the performance of their duties, requesting explanations when necessary. In addition, Audit & Supervisory Board Members share information on issues and other matters identified through audit activities and hold discussions on these as necessary.

In FY2024, a total of 15 Audit & Supervisory Board meetings were held and all Audit & Supervisory Board Members attended each of these meetings, as shown in the table below.

### Audit & Supervisory Board Members

Position	Name	Attendance at Audit & Supervisory Board Meetings in FY2024
Full-time Audit & Supervisory Board Member	Akio Kawamura	100% (15/15 times)
Full-time Audit & Supervisory Board Member (Outside)	Toshiya Tone	100% (15/15 times)
Full-time Audit & Supervisory Board Member (Outside)	Kenichi Aso	100% (15/15 times)
Audit & Supervisory Board Member (Outside)	Mitsuru Akiyoshi	100% (15/15 times)
Audit & Supervisory Board Member (Outside)	Hiroko Kiba	100% (15/15 times)

## Advisory Bodies

As an advisory body to the Board of Directors, we have established the Nomination and Compensation Advisory Committee, the majority of which consists of Independent Outside Directors and Chair of which is an Outside Director. The purpose is to strengthen the independence, objectivity, and accountability of the functions of the Board regarding the nomination and compensation of Directors and contribute to the further enhancement of the corporate governance structure.

The table below shows the composition of the Nomination and Compensation Advisory Committee as of April 1, 2025, and attendance at Nomination and Compensation Advisory Committee meetings in FY2024.

### Nomination and Compensation Advisory Committee

	Name	Attendance
Committee Chair	Jun Yanai (Independent Outside Director)	100% (6/6 times)
Committee member	Norinao Iio (Independent Outside Director)	100% (6/6 times)
Committee member	Atsuko Nishimura (Independent Outside Director)	100% (6/6 times)
Committee member	Takayuki Ueda (Representative Director, President & CEO)	100% (6/6 times)

<Specific content of deliberations>

Nomination:

- Status of discussions about the new INPEX Vision 2035 and Mid-Term Business Plan
- New Executive Officer structure for the fiscal year ending December 31, 2025
- Executive Officer structure in the new organization from April 2025
- Requirements for Executive and Outside Directors (redefining of requirements)
- Succession plan
- Candidates for Directors and Representative Directors
- Director and Audit & Supervisory Board Member skill matrix

Compensation:

- Review of the appropriateness of compensation levels (comparison with peer group)
- Revision of compensation for Directors
- Partial revision of the stock-based compensation system for Directors and Executive Officers
- Partial revision of the policy for determining the content of compensation and such for individual Directors
- Company financial results, management metric results, and individual division results for the fiscal year ended December 31, 2024
- Performance-linked compensation (bonuses and stock-based compensation) KPI results
- Proposal of Director bonuses and stock-based compensation for the fiscal year ended December 31, 2024

Nomination and compensation:

- Annual deliberation schedule

In terms of the other committees related to business execution, please refer to our [Corporate governance](#).

## Internal Control Related to Financial Reporting

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Our Representative Director, President & CEO has responsibility for organizing and operating internal control related to financial reporting. Organization and operation of internal control related to financial reporting is conducted in accordance with the basic framework for internal control as indicated in "On the Setting of the Standards and Practice Standards for Management Assessment and Audit concerning Internal Control Over Financial Reporting (Council Opinions)" published by the Business Accounting Council. Results are reported to the Board of Directors and an internal control report is issued.

## Evaluation Results of Effectiveness of Board of Directors in FY2024

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With the aims of regularly verifying that the Board of Directors is functioning appropriately and identifying issues to resolve for continuing improvement, the Company undertakes an evaluation of the effectiveness of the Board of Directors each year, and discloses the summary of the evaluation results. Based on this policy, the tenth evaluation was conducted in FY2024. Please refer to the [evaluation method and summary of the results](#).

## Skill Matrix

The Board of Directors is composed of Directors and Audit & Supervisory Board Members who have diverse and abundant experience and insight for executing INPEX Vision 2035 – Realizing a Responsible Energy Transition aimed at realizing net zero emissions in 2050.

### Director and Audit & Supervisory Board Member Skill Matrix

Position	Field									
	Corporate management/ Organizational Operation	Global	Finance/ Accounting	Legal Affairs/ Risk management	Sustainability	Technology/ DX	Energy	Sales/ Marketing	HR Development/ Diversity	
<b>Director</b>	Inside	Takayuki Ueda	●	●			●	●	●	
	Inside	Hiroshi Fujii	●	●				●	●	
	Inside	Hitoshi Okawa		●	●	●		●		●
	Inside	Daisuke Yamada	●		●		●			
	Inside	Toshiaki Takimoto		●		●	●	●		
	Outside	Jun Yanai	●	●		●		●	●	
	Outside	Norinao Iio	●	●				●	●	
	Outside	Atsuko Nishimura		●		●	●			●
	Outside	Hideka Morimoto				●	●	●		●
	Outside	Bruce Miller		●		●	●			●
<b>Audit &amp; Supervisory Board Member</b>	Inside	Akio Kawamura		●	●			●		
	Outside	Toshiya Tone		●	●	●				
	Outside	Kenichi Aso		●	●					●
	Outside	Mitsuru Akiyoshi	●	●	●	●	●			
	Outside	Hiroko Kiba					●		●	●

\* The ● symbol indicates fields in which the Company has particular expectations of the candidate. The table does not represent the complete knowledge and experience of Directors and Audit & Supervisory Board Members.

## Reasons for the Selection of Each Skill Matrix Item

Skill Item	Reason for Selection
<b>Corporate management/organizational operation</b>	Under the complex management environment surrounding energy businesses, broad knowledge and experience of overall management and organizational operation are required to formulate and implement mid- to long-term management strategies and plans based on our Mission, and supervise effectiveness thereof.
<b>Global</b>	Knowledge and experience in the fields such as geopolitics and policies are required to effectively conduct global businesses we operate, and exercise appropriate supervision thereof.
<b>Finance/accounting</b>	Knowledge and experience in finance, accounting and tax affairs are required to plan and implement strategies for the achievement of targets, such as financial metrics and effectiveness metrics, called for in our Mid-term Business Plan, and exercise appropriate supervision thereof.
<b>Legal affairs/risk management</b>	Knowledge and experience in the fields such as legal affairs, compliance, corporate governance, and risk management are required to implement appropriate risk management and exercise supervision thereof. This includes compliance of domestic and overseas laws and regulations related to our management and businesses.
<b>Sustainability</b>	Knowledge and experience in health, safety, and environment (HSE) and sustainability management are required in the promotion of actions on various issues through our businesses and value chain, as well as the supervision of progress of these actions, in accordance with the Sustainability Principles and HSE Policy.
<b>Technology/DX</b>	Technical insight on the overall exploration and production (E&P) business as well as broad knowledge and experience in development, innovation, and progress of diverse energies and decarbonization solutions utilizing digital and expertise are required to plan and implement strategies for technologies and DX that help the realization of a stable energy supply and a low-carbon business footprint, and exercise appropriate supervision thereof.
<b>Energy</b>	Broad knowledge and experience are required in not only our core businesses but also commercialization, development, production, and operation of diverse energies, including renewable energy, carbon capture and storage (CCS), hydrogen, and ammonia, to plan and implement our energy business strategies for the realization of a responsible energy transition, and exercise appropriate supervision thereof.
<b>Sales/marketing</b>	Knowledge and experience in sales and marketing of diverse energies are required to provide optimal products/services and added value to all customers in Japan and overseas, plan and implement marketing strategies for new customers to expand customer base, and exercise appropriate supervision thereof.
<b>HR development/diversity</b>	As a global corporation, we recognize the significance of diversifying our human resources (workforce) and cultivating human resources (individuals) who resonate with our values to foster responsible management in a sustainable manner. Diverse knowledge and experience in the fields such as human resources, education, and women's empowerment are required to plan and implement strategies related to human resource development and diversity, and exercise appropriate supervision thereof.

## Compensation for Directors

### Basic Policy for Compensation

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Our basic policy on compensation for Directors is as follows. The compensation shall:

- be attractive to recruit and retain qualified management human resources to realize our Mission
- raise awareness of the need to contribute to the sustainable growth and mid- to long-term enhancement of our corporate value
- be highly transparent and objective to ensure accountability to shareholders and other stakeholders.

Based on the basic policy, we have passed a resolution at a Board of Directors' meeting as detailed below, on matters such as the policy for determining the content of compensation for individual Directors. In determining the content of compensation and such for each individual Director, as an advisory body to the Board, the Nomination and Compensation Advisory Committee, the Chair and majority of members of which are Outside Directors, conducts a multifaceted review including consistency between the draft and the decision policy. The Board respects the Committee's report and confirms it aligns with the decision policy.

### Compensation Levels

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The levels of compensation for our Directors shall be set by a resolution of the Board of Directors once the Nomination and Compensation Advisory Committee reviews the appropriateness of the levels after conducting surveys and analysis of the levels for each position among peer groups in companies of similar sizes and industries by using data from an external research organization. The compensation shall be reviewed as necessary based on factors such as changes in the external environment.

### Compensation Composition

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The compensation composition of our Directors (excluding Outside Directors) consists of basic compensation in accordance with the duties and other aspects of each position, bonuses as short-term incentive compensation, and stock-based compensation as mid- to long-term incentive, as shown in the table below. Compensation for Outside Directors and Audit & Supervisory Board Members consists only of basic compensation from the perspective of the independence of their duties. The compensation for Directors, which includes basic compensation and bonuses, is paid from the total amount approved at the General Meeting of Shareholders.

## Composition of Compensation for Members of the Board of Directors

Content	KPIs, etc.																	
<p><b>Basic compensation</b></p> <ul style="list-style-type: none"> <li>Cash compensation paid to Directors as a fixed monthly compensation in accordance with the duties of each position.</li> <li>In addition to the above, cash compensation paid as an allowance to Outside Directors also serving as committee members, and to Outside Directors requiring payment for expenses incurred in performance of their duties.</li> </ul>	<p>The Nomination and Compensation Advisory Committee reviews the appropriateness of compensation levels, once surveys and analysis have been done on the levels for each position among peer groups in companies of similar sizes and industries by using data from an external research organization.</p>																	
<p><b>Bonuses (Not applicable to Outside Directors)</b></p> <ul style="list-style-type: none"> <li>Performance-linked cash compensation paid each June, taking into account the Company's performance for the fiscal year in question and the performance of the division in charge.</li> <li>In addition to the Company's key financial metrics of net income attributable to owners of the parent company (hereinafter "net income") and cash flows from operating activities before exploration, the Company adopts non-financial metrics including safety metrics (zero major incidents), which are indispensable to fulfill the Company's mission of stable energy supply. Depending on the degree of achievement of these goals, the amount of compensation is calculated based on the evaluation weights in the table on the right. The final amount of compensation fluctuates within the range of 0% to 200%.</li> </ul>	<table border="1"> <thead> <tr> <th colspan="2">Bonus KPIs</th> <th>Evaluation weight</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Financial metrics</td> <td>Net income</td> <td>45%</td> </tr> <tr> <td>Cash flows from operating activities before exploration</td> <td>45%</td> </tr> <tr> <td>Non-financial metrics</td> <td>Safety metrics (zero major incidents)</td> <td>10%</td> </tr> </tbody> </table>	Bonus KPIs		Evaluation weight	Financial metrics	Net income	45%	Cash flows from operating activities before exploration	45%	Non-financial metrics	Safety metrics (zero major incidents)	10%						
Bonus KPIs		Evaluation weight																
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	Cash flows from operating activities before exploration	45%																
Non-financial metrics	Safety metrics (zero major incidents)	10%																
<p><b>Stock-based compensation (Not applicable to Outside Directors)</b></p> <ul style="list-style-type: none"> <li>Stock-based compensation to be paid to Directors after their retirement is a combination of performance-linked elements aimed at raising Directors' awareness of their contribution to enhancing the Company's mid- to long-term business performance and corporate value, and fixed elements aimed at strengthening Directors' awareness of sharing interests with shareholders through ownership of the Company's shares.</li> <li>The standard amount of stock-based compensation is set for each position, and a portion of the standard amount is linked to performance share, while the remainder is comprised of non-financial performance share.</li> <li>The Company's performance metrics for the performance share portion are based on the key financial metrics in the Mid-term Business Plan—such as net income, cash flows from operating activities before exploration, return on equity (ROE), return on invested capital (ROIC), and total payout ratio—and its key non-financial metric of net carbon intensity. Depending on the degree of achievement of these goals, the amount of compensation is calculated based on the evaluation weights in the table on the right. The final amount of compensation fluctuates within the range of 0% to 200%.</li> <li>The non-performance share portion is paid as stock-based compensation with a fixed number of shares to be delivered, from the perspective of strengthening Directors' awareness of sharing interests with shareholders.</li> <li>Stock-based compensation is provided through a system using the Board Incentive Plan Trust. Under this system, points are granted annually to those eligible for the system based on their position, performance, and other factors, and in principle, the Company's shares equivalent to the accumulated number of points are delivered from the trust after the retirement of those eligible for the system.</li> <li>For stock-based compensation, in the event that any Director commit a significant improper or illegal act, the Company may cancel or forfeit their right to receive the Company's shares under the system (malus) and demand the return of cash corresponding to the Company's shares already delivered to them (clawback).</li> </ul>	<table border="1"> <thead> <tr> <th colspan="2">Stock-based compensation KPIs</th> <th>Evaluation weight</th> </tr> </thead> <tbody> <tr> <td rowspan="5">Financial metrics</td> <td>Net income</td> <td>30%</td> </tr> <tr> <td>Cash flows from operating activities before exploration</td> <td>30%</td> </tr> <tr> <td>ROE</td> <td>10%</td> </tr> <tr> <td>ROIC</td> <td>10%</td> </tr> <tr> <td>Total payout ratio</td> <td>10%</td> </tr> <tr> <td>Non-financial metric</td> <td>Net carbon intensity</td> <td>10%</td> </tr> </tbody> </table>	Stock-based compensation KPIs		Evaluation weight	Financial metrics	Net income	30%	Cash flows from operating activities before exploration	30%	ROE	10%	ROIC	10%	Total payout ratio	10%	Non-financial metric	Net carbon intensity	10%
Stock-based compensation KPIs		Evaluation weight																
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	ROIC	10%																
	Total payout ratio	10%																
Non-financial metric	Net carbon intensity	10%																

The ratio of the President's basic compensation, bonuses, and stock-based compensation when the target achievement level for each metric is 100% is set generally at 50%:30%:20%, respectively.

## Process for Determining Compensation for Directors

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As an advisory body to the Board of Directors, we have established the Nomination and Compensation Advisory Committee, the majority of which consists of Independent Outside Directors. The purpose is to strengthen the independence, objectivity, and accountability of the Board's function in determining Directors' compensation. Based on the report of the Committee, the Board establishes a policy for determining the amount of compensation for Directors and the method of calculating such amount.

The Committee shall, in principle, meet at least four times a year to deliberate major matters concerning the policy for determining the amount and calculation method of compensation and such for Directors and the details of compensation and such for each Director, and to provide advice and proposals to the Board. The Board makes decisions with the utmost respect for the content of such advice and proposals. The amount of compensation to be paid to each Director (including the final amount of bonuses based on the evaluation of the performance of the division in charge) shall be decided by the Representative Director, President & CEO, who is most familiar with our management situation, based on the content of the advice and proposals of the Committee.

Considering the external environment, social and economic trends, and other situations surrounding the Company, the Committee shall carefully deliberate on the appropriateness of the target value and calculation method for performance-based compensation and may make adjustments to the calculation of the amount of compensation for each Director by resolution of the Board.

We do not disclose the total amount of consolidated compensation and such paid to each Director or Audit & Supervisory Board Member. This is because there is no one Director or Audit & Supervisory Board Member whose consolidated compensation is 100 million yen or more, which is the disclosure standard stipulated in the Cabinet Office Ordinance on Disclosure of Corporate Affairs issued by the Financial Services Agency of Japan.

## Training for Directors and Audit & Supervisory Board Members

To ensure that Directors and Audit & Supervisory Board Members can effectively fulfill their roles and responsibilities, we provide comprehensive explanations on material matters such as our business and management strategies, along with business risks, to newly appointed members. We also provide each Director and Audit & Supervisory Board Member with the necessary training opportunities (training by experts, site visits, etc.). In FY2024, we provided training sessions for Executive Directors (one session) and Outside Directors (four sessions). These include two sessions on business risks.

In addition, we strive to enhance collaboration and business knowledge among the Board of Directors by arranging regular lectures and opinion exchange meetings with external experts on topics such as affairs in the Middle East.

# / Risk Management

## Our Policy

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, or otherwise mitigate, adverse impact. This helps us to maintain and reinforce the trust of our customers, business partners, investors, and other stakeholders, and maximize our corporate value.

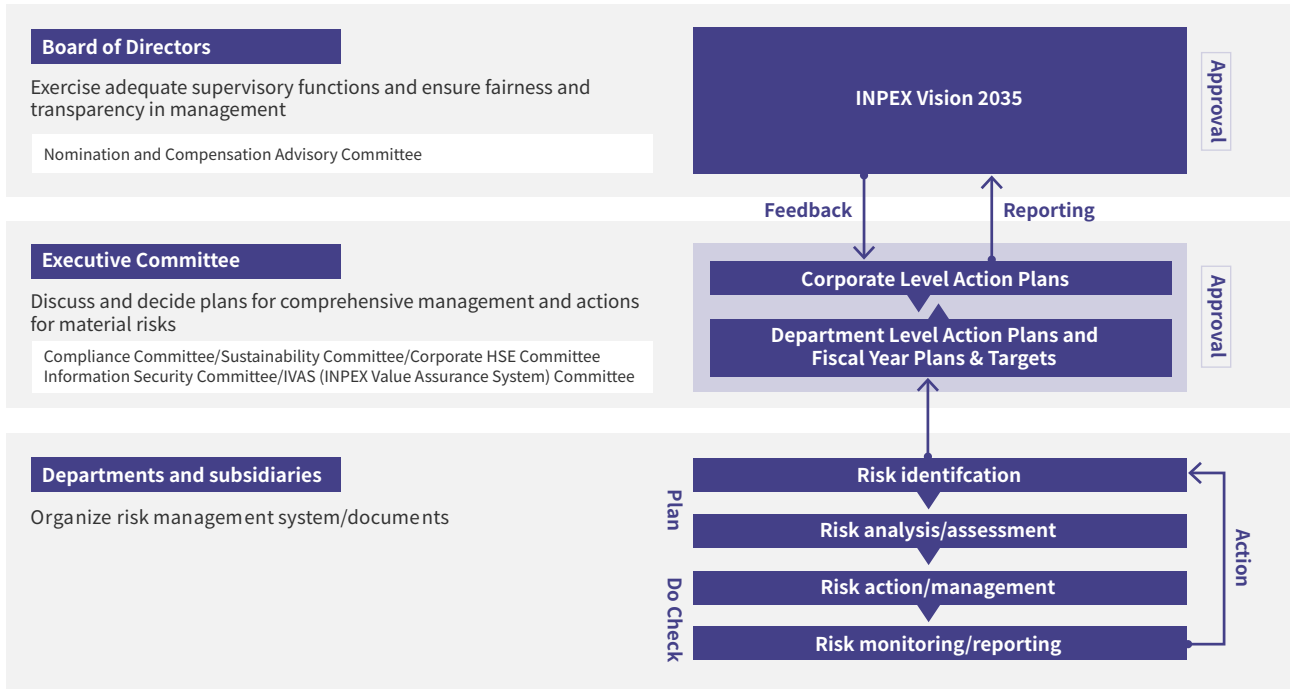
## Risk Management Structure

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. As an example, when acquiring a new oil and natural gas E&P project, the Corporate Strategy & Planning Division centrally analyzes and considers whether to adopt the project based on guidelines related to economic and risk assessments and works with relevant departments to deal with any risks. Our internal audit department under the direct control of the President & CEO, and other relevant internal departments or external experts, also conduct audits to verify and assess management of risks related to daily operations, and then constantly review risk management activities in response to changes in the business environment. Every year, we select departments for audit and ensure exhaustive audits of each relevant department. In FY2024, we conducted an internal audit of our information security management structure. We conducted the audit with the support of an outside third-party organization, which is independent of the Group and has specialist knowledge of information security. We confirmed appropriateness and other aspects of our information security management structure in light of the Cyber Security Framework (CSF v2.0), an international standard framework formulated by the U.S. National Institute of Standards and Technology (NIST).

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 and manage any risks and reviews its progress at the mid-term and end of each fiscal year.

In accordance with our internal regulations on Group management, we conduct Group-wide risk management in collaboration with each subsidiary. We also ask our subsidiaries to cooperate in audits conducted by the internal audit department under the direct control of the President & CEO, and other relevant internal departments or external experts. We use the results of the audits to verify and assess the subsidiaries' management of risks related to their daily operations. Based on the verification and assessment results, we then ask them to constantly review their risk management activities in response to changes in the business environment.

## Risk Governance Structure



## Business Risk

The following is a list of key items that can be considered potential risk factors relating to the business operations of the INPEX Group. From the standpoint of information disclosure to investors and shareholders, we actively communicate matters that are not necessarily the business risks but can be considered to have important effects on the investment decisions of investors. The following discussion does not completely cover all risks relating to the Group’s businesses.

1. Characteristics and risks of the oil and natural gas development business
  - Risk of disasters, accidents, system failures, etc.
  - Risks of failure in exploration, development, or production
  - Dependence of production volume on specific regions and mining areas
  - Contract period
  - Risks of change in reserves of oil, condensate, LPG, and gas
  - Operatorship
  - Joint Venture
  - Risks attributable to a large capital investment and a lengthy period of recovery of funds for the oil and natural gas development business
  - Risks related to future abandonment.
2. Impact on financial results from fluctuations in oil and natural gas prices, foreign exchange rates, and interest rates
  - Impact on financial results from fluctuations in oil and natural gas prices
  - Impact on financial results from fluctuations in foreign exchange rates
  - Impact on financial results from fluctuations in interest rates
3. Climate change-related risks
4. Country risks in overseas business

## Business Risk Management

To manage the diverse risks related to our business, we have introduced guidelines for economic and risk assessments for each project. We evaluate the feasibility of potential new projects based on identified material risks and respond to these risks accordingly. When acquiring a new oil and natural gas E&P project, the Corporate Strategy & Planning Division centrally analyzes and considers whether to adopt the project. We also convene the IVAS Committee as a mechanism for cross-organizational technical evaluation in each phase, including exploration, evaluation, and development. We conduct economic and risk assessments in principle at least once a year, regularly review risks and action plans for each project, and provide an annual summary report on major projects to the Board of Directors.

The Renewables, Power & Energy Solutions Division and Low Carbon Solutions Division comprehensively coordinate projects under their control in the renewable energy business and CCS and hydrogen business. In addition to the IVAS Committee and external experts conducting verifications, we also report on important projects to the Board of Directors.

To enhance our ability to respond to emergencies caused by large-scale incidents or disasters, we also formulate and maintain emergency and crisis response plans, and regularly conduct emergency response drills, to proactively manage Group-wide risks. Additionally, we establish a business continuity plan (BCP) to ensure continuity of critical operations and review it as necessary.

With respect to HSE risks, we identify, analyze, and assess those risks for each site based on the HSE Risk Management Procedure established under the HSE Management System. This aims to promote continuous improvement in our business activities in terms of health and safety, process safety, and environmental conservation. While establishing and implementing measures to address risks, we monitor HSE risks by ensuring that headquarters regularly receive and reviews risk management status reports. We are also working on the Group-wide management of security-related risks based on the relevant guidelines and standards. For HSE management of our non-operator projects, we also actively promote HSE involvement based on the risks of each project.

We have also developed guidelines for managing risks specific to the countries and regions in which we operate and mitigate these risks by setting target limits on the cumulative investment balance within high-risk countries.

We manage financial risks by identifying the individual risk of fluctuations in foreign exchange rates, interest rates, oil and natural gas prices, securities prices, and by establishing methods for managing and hedging those risks.

Furthermore, we have established the Legal Unit as an independent body and enhanced our legal risk management to create an organization able to provide appropriate legal advice to divisions and senior management executives on major contracts and lawsuits, and to further enhance our legal support functions for businesses in Japan and overseas.

## Information Security and Digitalization

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We also consider it important to respond to information security risks and utilize digital technologies, so we have included maximizing use of digital technology in the 2025–2027 Mid-term Business Plan as well. The INPEX business has long benefited from the widespread use of digital technology in the oil and gas industry. In recent years, cutting-edge digital technology has made data processing faster and more sophisticated, enabling us to utilize large volumes of diverse data. We are actively working to transform the energy landscape to help achieve a net-zero carbon society by 2050, while meeting the energy demands of Japan and the world. The use of new digital technology centered on AI is positioned as an important pillar of these efforts. Making use of digital technologies can help eliminate labor shortages and lead to new business opportunities. At the same time, failure to implement sufficient information security measures can increase the likelihood of various risks materializing from suspension of Group business activities to leaks of private and confidential information. For these reasons, we implement the following initiatives.

## Information Security

Our information security initiatives are as follows. We have established our Basic Policy for Information Security to uphold confidentiality, integrity, and availability of information. Similarly, our Basic Policy for the Appropriate Handling of Individual Numbers and Personally Identifiable Information is implemented to protect personal information. Furthermore, under the supervision of the Information Security Committee established as a Group-wide supervisory body, we establish related regulations and management structures, and systematically implement systems-related, physical, and personnel-related measures necessary to protect our information assets. The Committee normally meets twice a year and is chaired by the Senior Vice President, Technical Headquarters – who is also a member of the Executive Committee – and consists of the Senior Vice Presidents of the General Administration, Corporate Strategy & Planning, Finance & Accounting, and Technical divisions, as well as the Group General Counsel of the Legal Unit. The matters determined by the Committee are reported to and deliberated by the Executive Committee. Results are then reported to the Board of Directors as needed.

Information security strategies and measures are developed following determinations by the Executive Committee during annual budget deliberations. We aim to prevent information leaks from within the Company by raising employee awareness of information security. We also firmly embed the values and culture essential for the proactive safeguarding of our information assets. These efforts include not only system enhancements but also information security briefings for new employees and mid-career hires, monthly publication of Information Security News, regular e-learning courses, and targeted email drills. We collect and analyze the latest threat information, provided from time to time by public institutions, police authorities, and information security vendors in Japan and overseas, and implement system-related measures for detecting and preventing external attacks. We also monitor 24 hours a day, 365 days a year to promptly address and deal with incidents and have created and utilize a Computer Security Incident Response Team (CSIRT) to respond to incidents. Furthermore, an external security vendor performs periodic assessments is conducted.

In FY2024, there were zero incidents caused by major cyberattacks requiring public disclosure.

Also in FY2024, as in FY2023, we carried out two targeted email drills and one e-learning session to boost awareness of information security across the Group. In addition to that, we established a hotline in preparation for incidents, should they occur, and we raised awareness of contact information and how to use the hotline through the e-learning session, information security briefings, and regular publications.

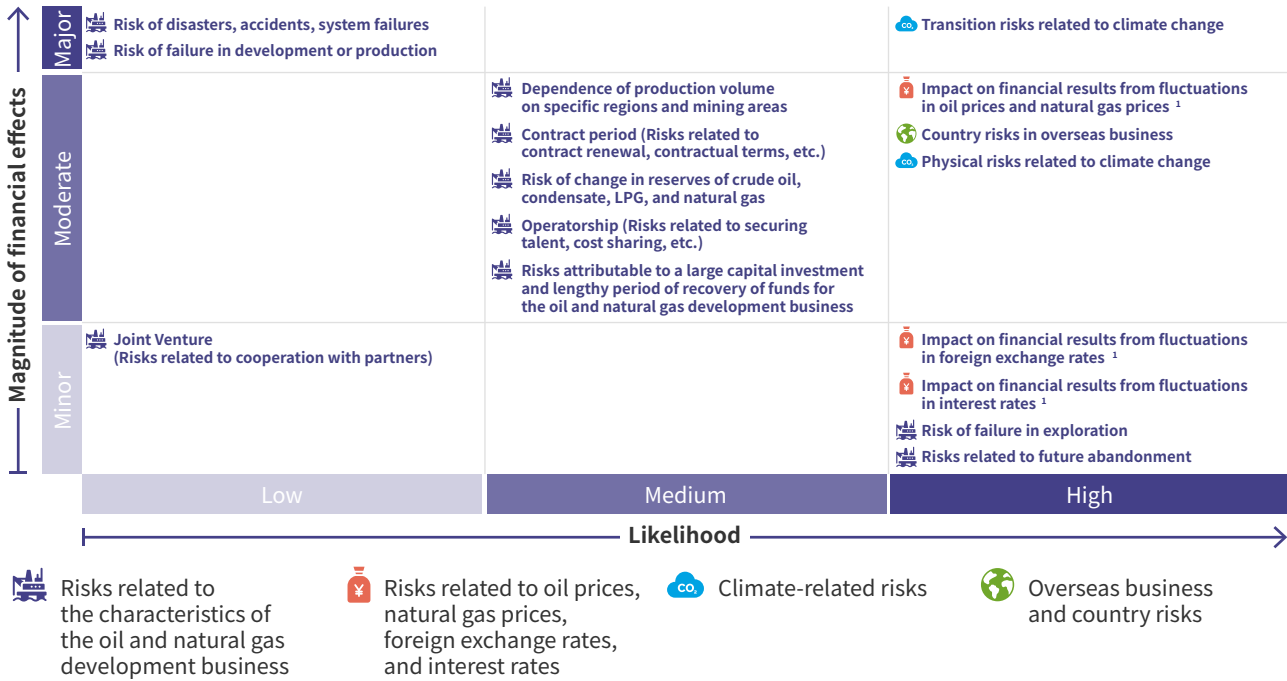
## Digitalization

We established the AIR structure for promoting internal use of artificial intelligence (AI), and while we are driving the use of AI-based services under the concept of “Where AI naturally belongs in the workplace, like the air we breathe,” we are also working to raise awareness of associated risks. At INPEX Australia, which is operating Ichthys LNG, we launched an advisory group focused on generative AI-related governance and developed documentation for responding to AI risks to ensure employee understanding.

Digital data management: We operate a data platform called AI-land for our seismic exploration data and well data, which are particularly important technical data for us, and we use the platform for managing various access rights and for approvals for data viewing. We also catalogue this data, manage related ownership rights and expiration dates, and use the data under appropriate access rights.

## Risk Maps

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 and likelihood. These risks include those that have already manifested themselves in our business strategy. We define our response policies based on the urgency and impact of these risks, and promptly implement countermeasures.



<sup>1</sup> Depending on market conditions, there may also be a positive effect on the Company's financial results.

### Key Control Measures for Managing Various Risks

<p><b>Climate change-related transition risks control measures</b></p> <ul style="list-style-type: none"> <li>Introduction of clean energy and implementation of CO<sub>2</sub> emission reduction measures</li> </ul> <p><b>Market risks control measures</b></p> <ul style="list-style-type: none"> <li>Management of financial risk</li> </ul> <p><b>Country risk control measures</b></p> <ul style="list-style-type: none"> <li>Setting of a maximum target of accumulated investments in high-risk countries</li> </ul>	<p><b>Project risks control measures</b></p> <ul style="list-style-type: none"> <li>Implementation of cross-organizational technical evaluation (IVAS Committee)</li> <li>Implementation of periodical economic evaluation and risk management</li> </ul> <p><b>Operational risks control measures</b></p> <ul style="list-style-type: none"> <li>Formulation of emergency and crisis response plan, implementation of drills</li> <li>Formulation of business continuity plan (BCP)</li> <li>Establishment of the Information Security Committee, implementation of education and training</li> </ul>
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# / Initiatives for Emergency Response and BCP

INPEX has established emergency response procedures and a BCP to address all types of emergencies. As an infrastructure company responsible for ensuring the continued supply of oil and natural gas even during crisis situations, we are fully prepared to fulfill our duties.

## Emergency Response

We are preparing emergency response plans for incidents such as fires, explosions, and oil spills, with consideration given to recent trends such as geopolitical risks, infectious diseases, and natural disasters. We focus on strengthening our response capabilities through drills and continually work to enhance and improve security management to ensure the safety of employees traveling or stationed overseas.

We have established an emergency response system that corresponds to the level of crisis. In the event of the highest-level emergency, a Corporate Crisis Management Team will be set up, with the Representative Director, President & CEO serving as the Executive Crisis Management Director (ECMD). This system ensures company-wide information sharing and formulates and implements company-wide response measures. During the outbreak of the COVID-19 pandemic starting in 2020, we set up the Corporate Crisis Management Team to establish an information-sharing framework and implement comprehensive measures throughout the company.

Additionally, our corporate divisions, domestic and international entities, and operational sites have developed systems to respond to emergencies. We have also established collaborative frameworks with external response organizations to prepare for any potential emergencies. Our operational organizations, both in Japan and abroad, conduct emergency response drills outlined in annual plans, including those addressing MAE (Major Accident Events) identified through risk assessments. These drills are carried out either independently or in coordination with the head office. Emergency response documents are regularly verified and updated, along with efforts to maintain and upgrade necessary facilities and supplies. Furthermore, we focus on enhancing coordination among organizations during emergencies and fostering familiarity with inter-organizational collaboration. For initiatives to prevent accidents, please refer to [Safety](#).

## BCP

### Large-scale Natural Disaster Countermeasures

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We assess the risk of natural disasters at our business sites and implement appropriate prevention and mitigation measures for each natural disaster, such as earthquakes, heavy rainfall, and flooding. In addition, we have prepared a BCP to protect lives in unexpected events and quickly restore business operations.

We have developed a BCP and an initial response manual tailored for our head office area. These protocols are in place in the event of an earthquake centered directly under the Tokyo metropolitan area, based on the damage assumptions made by the National Disaster Management Council of the Cabinet Office of Japan. Our policy on business continuity clearly expresses Group-wide values, prioritizing the maintenance of stable energy supply while ensuring human safety and environmental preservation. The BCP and other manuals stipulate not only for setting up temporary offices, but also for guiding employee responses in the event of an earthquake occurring during a holiday or at night, as well as procedures for returning home from the office.

#### Response to the 2024 Noto Peninsula Earthquake

The Noto Peninsula Earthquake of January 1, 2024, caused shaking in Joetsu City which measured 5 upper on the Japanese seismic intensity scale. Although the Naoetsu LNG Terminal stopped operating due to this earthquake, domestic natural gas, natural gas in pipelines, and natural gas loaned to us by other companies enabled us to maintain a stable supply of natural gas for our customers. Once the tsunami warnings and advisories were lifted, we rapidly confirmed safety conditions and resumed supplying gas from the terminal in less than a day. The earthquake was an unusually large one for an inland crustal earthquake in Japan, but all employees worked with safety as their highest priority. We were able to resume supplying gas extremely quickly, with no injuries, living up to our mission of stable energy supply.

Furthermore, to assist the people affected by the disaster and to provide support in disaster-stricken areas, we donated 30 million yen and 5,000 liters of oil through The Nippon Foundation. Our employee dormitories in Kashiwazaki City and Joetsu City welcomed members of the local community who evacuated due to the tsunami warnings, and in Joetsu City, we also provided evacuees with emergency food supplies.

### Responses to Infectious Diseases and Epidemic Risk Management

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We have long had in place an infection prevention manual for implementation against pandemics of any infectious disease. We have also developed a BCP for handling related crises during the pandemic. This commitment to pandemic preparedness is an essential aspect of fulfilling our responsibility as an infrastructure company, ensuring the continuous supply of oil and gas even during crisis situations.

# / Tax Governance

## Our Policy

Aligned with our Sustainability Principles – and under the leadership of our senior management executives – INPEX is committed to ensuring tax compliance in the countries in which it operates. We adhere to both the spirit and the letter of the laws of respective countries, and engage in ethical business conduct in accordance with all international and social norms. Our officers and other employees acknowledge that one of our key social responsibilities is to foster the socioeconomic development of the countries and regions in which we operate. This is achieved through responsible tax payments in accordance with relevant laws and regulations, as well as ensuring the transparency of our tax practices.

As part of our commitment to maximizing shareholder value, we strive to optimize tax expenses by utilizing available tax incentives and eliminating double taxation in the normal course of business activities. We will not apply schemes (using tax structures with no commercial entity) or engage in tax planning with the intent to avoid taxes, nor will we migrate created value to countries with low tax rates (using tax havens) with the intent to avoid taxation.

In addition, the transfer prices we apply to international transactions are calculated in accordance with the independent enterprise principles, as prescribed in the OECD Transfer Pricing Guidelines.

## Tax Governance Structure

As a global business, our overseas subsidiaries and cross-border transactions with those subsidiaries are increasing. Following the publication of the 2015 Final Reports issued by the OECD/G20 Base Erosion and Profit Shifting (BEPS) Project <sup>1</sup> in October 2015, a global consensus was reached to address tax-related issues resulting from the digitalization of the economy in the form of the OECD/G20 Inclusive Framework on BEPS in October 2021. Legislation governing international transactions has been developed in Japan and other countries based on the consensus, and the environment surrounding international taxation continues to undergo significant change. In this context, we are working to strengthen our tax governance to appropriately respond to tax risks related to international transactions. As a part of our efforts, with the aim of raising awareness of tax compliance among all our officers and other employees, we established our Tax Policy by determination of the Board of Directors and publish it on our website. The Senior Vice President of the Finance & Accounting Division is responsible for such efforts.

In FY2021, we developed Tax Management Rules to promote tax compliance actions by our officers and other employees in line with our Tax Policy. We also introduced our Tax Management Policy, which stipulates the establishment and operation of a tax management structure in accordance with the Tax Management Rules. Our Tax Management Rules stipulate that we shall not carry out transactions that are at odds with the spirit of tax treaties or laws and regulations solely for the purpose of tax reduction.

<sup>1</sup> OECD/G20 Base Erosion and Profit Shifting (BEPS) Project: Project to review overall international taxation rules to prevent excessive tax avoidance by global companies using gaps and loopholes in the international taxation system.

## Taxation Risks

We identify taxation risks as an important business issue. In compliance with our Tax Policy, our division in charge of tax affairs works to mitigate taxation risks by developing a deeper understanding of the tax laws in each country in which we operate, transfer pricing taxation, other international tax laws, and OECD tax guidelines. The division also cooperates and communicates closely with other divisions to mitigate taxation risks. We also make effective use of external expert advice in mitigating these risks.

## Relationships with Tax Authorities

We strive to build constructive and trusting relationships with tax authorities and pay taxes appropriately, such as by obtaining certainty through advanced pricing agreements.

### Tax Transparency

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There is global movement for greater transparency and information disclosure in relation to corporate tax-related activities. As an example, the government of Australia – one of our core business areas – issued a set of principles (the Voluntary Tax Transparency Code) stipulating the voluntary disclosure of tax information by large corporations. In accordance with these principles, we annually publish a tax transparency report <sup>2</sup> that consolidates our Australia-related tax information, including an overview of our local tax governance and cross-border transactions, and how much tax we pay, on our website. We also annually publish the amounts of tax and other payments made to the governments of countries participating in the Extractive Industries Transparency Initiative (EITI). Please refer to the [Performance Data](#).

As a global company, we will continue to closely monitor international taxation trends and legislative developments in each country and strive to adapt to them in a timely and appropriate manner.

<sup>2</sup> [INPEX Australia 2023 Tax Transparency Report](#)

# Initiatives Towards Promoting Compliance

## Compliance Structure

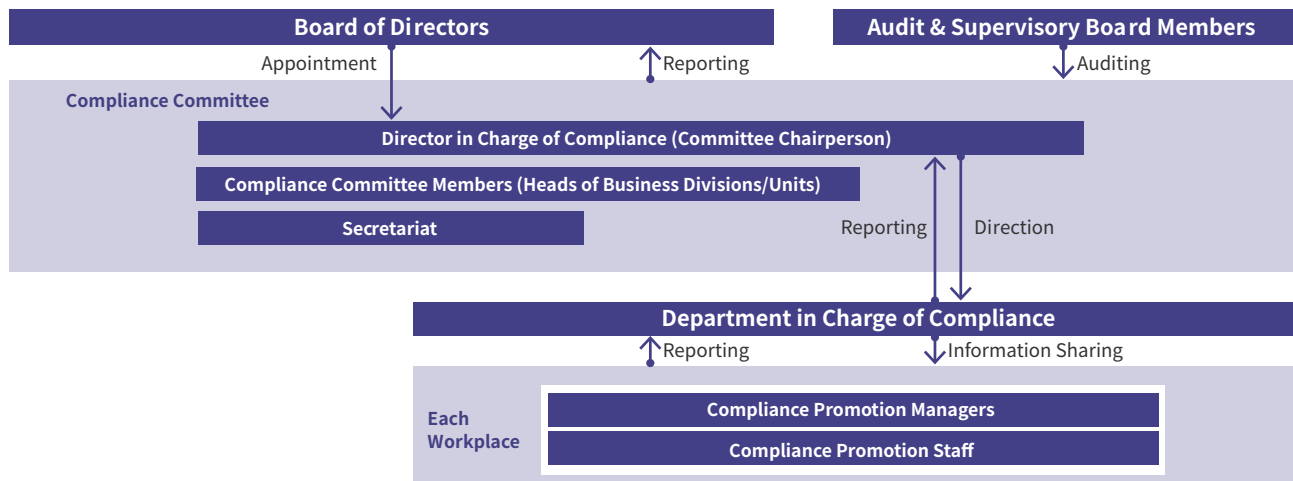
INPEX has systematically established a compliance system that is indispensable for its sustainable development and strives to ensure compliance with laws and regulations and corporate ethics. Specifically, we have established the Compliance Committee, which deliberates important matters, such as basic policies and activity plans pertaining to compliance, and monitors the activities, including raising awareness of compliance and measures to prevent the recurrence of violations, to promote consistent compliance efforts across the entire INPEX Group.

A system has been established in which the Director in charge of compliance and the Compliance Committee promptly consider and implement the necessary countermeasures in the event of serious compliance-related incidents. The Director in charge of compliance and the Compliance Committee cooperate with the Audit & Supervisory Board and its members, the accounting auditor, and the Audit Unit, as well as with the equivalent bodies and departments at subsidiaries. The Director in charge of compliance makes regular and timely reports to the Board of Directors.

There were no confirmed cases of significant compliance violations in FY2024.

We are also working to expand and strengthen compliance activities throughout the workplace by holding semi-annual meetings between compliance promotion staff assigned to each department and the department in charge of compliance.

### Compliance Structure



As ongoing initiatives to enhance cooperation with compliance across the Group, we also regularly share information and exchange views on compliance activities with our overseas sites, including subsidiaries in Perth, Jakarta, Oslo and others, and provide support for compliance training at our subsidiaries in Japan.

## Establishment of the Business Principles and Code of Conduct

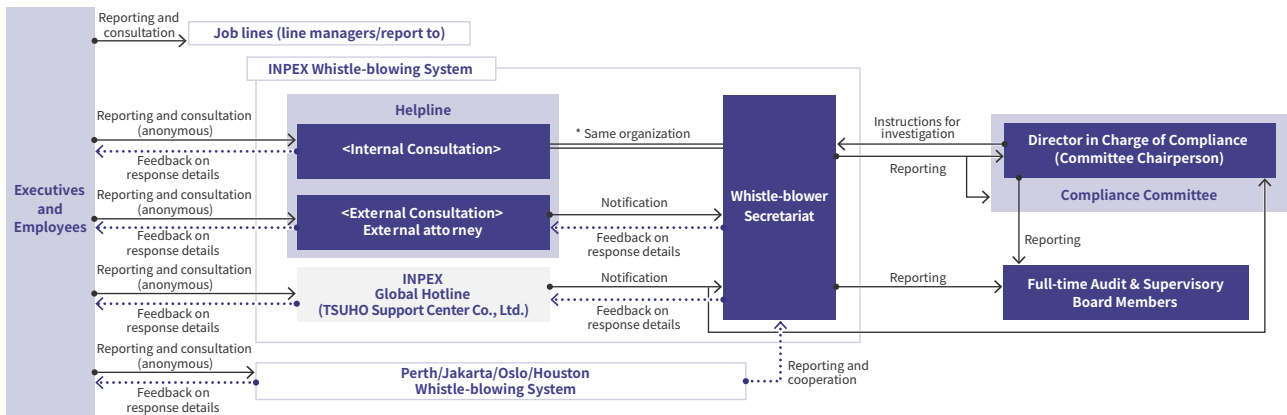
In line with the Sustainability Principles, we have established the Business Principles that must be observed by all officers and employees without exception in the performance of their duties, as well as the Code of Conduct for implementing these Principles. Furthermore, the Audit Unit checks the status of compliance with the Code of Conduct in its annual assessment of internal controls, and the status of mechanisms and structures for timely and appropriate corrective action in the event of non-compliant behavior being discovered. If behavior that does not comply with the Code of Conduct is discovered in internal audits, the Audit Unit issues improvement instructions and each responsible division or subsidiary implements the necessary measures.

## Establishment of Whistle-blowing System

We operate whistle-blowing systems in accordance with the 2022 revision of the Whistleblower Protection Act to accept reports and consultations from officers and employees of the INPEX Group. In the systems, we have a helpline for receiving reports and consultations, and the INPEX Global Hotline for receiving reports and consultations in three areas where the effect of compliance violations on management are particularly significant. The three areas are bribery and corruption, violation of the Antimonopoly Act, and accounting fraud. The use of the systems is introduced in employee training and newsletters. The helpline has internal and external (law firm) desks, while the INPEX Global Hotline is operated by an external service provider. Reports and consultations can be made anonymously through each of them.

## Response to Whistle-blower Reports

### Whistle-blowing structure



In accordance with the whistle-blowing rules, the Compliance Unit, which serves as the internal whistle-blowing desk, and the external law firm, which serves as the external whistle-blowing desk, notify whistle-blowers within 20 days from receiving a report of its intention to start a factual investigation or its intention, on justifiable grounds, not to start such an investigation. On the investigation, details of reports are kept confidential, and the whistle-blower shall not be treated disadvantageously. The Director in charge of compliance cooperates with relevant departments, as necessary, to conduct investigations. If harassment or other compliance violations are identified, corrective action, including disciplinary action as stipulated in rules of employment, and recurrence prevention measures, including training and internal notice are taken. In addition, the details of reports are promptly reported to the Audit & Supervisory Board Members, and the results of factual investigations/details of measures are also reported to them in a timely manner, to ensure the whistle-blowing system functions more effectively.

During FY2024, the whistle-blowing desks received nine internal and three external whistle-blowing reports and consultations. Of these, one was related to suspected accounting fraud, eight were related to suspected human rights, discrimination, and harassment violations, one was related to employment, and two were related to other matters. There were no compliance violations among the reported cases that were subject to disciplinary action as stipulated in the Code of Conduct. The number of reports and consultations for each country is stated in the [Performance Data](#).

## Anti-bribery and Anti-corruption Initiatives

Anti-bribery and anti-corruption (ABC) laws and regulations are becoming increasingly stringent. As a global company operating in approximately 20 countries worldwide, we recognize the importance of a zero-tolerance policy towards bribery and corruption. Accordingly, all officers and employees are required to always act with high ethical standards based on integrity, which is one of the [INPEX Values](#) shared across the Group. These values are also integrated as a component of the competency framework used for assessing work behavior in our human resource evaluations.

In addition to requiring compliance with the ABC laws and regulations in the countries where we operate, the Business Principles and Code of Conduct stipulate the establishment of sound and appropriate relationships with governments and administrative authorities. They also prohibit political donations and facilitation payments, except where legally permitted. We have participated in the United Nations Global Compact since FY2011 and have declared our commitment to preventing corruption.

To strengthen our ABC structure, we have ABC policies and procedures as part of our internal regulations. We established the [INPEX Group Global Anti-bribery and Anti-corruption \(ABC\) Policy](#) in FY2019 as a clear and comprehensive statement of our position on ABC. The policy is disclosed on our website.

In line with these policies and procedures, we have established rules on giving and receiving gifts or entertainment, as well as social contributions such as donations. We conduct appropriate and necessary due diligence, based on how high ABC risks are, when engaging in transactions with new business partners, contractors and agents, and include ABC clauses in each contract. In FY2024, 140 cases of due diligence were conducted in Japan.

Since FY2015, we have been working to strengthen our ABC system, rooted in a risk-based approach. This involves regularly conducting risk assessments in Japan and overseas and implementing improvement measures based on the results of those assessments. In FY2024, we conducted risk assessments at the Abu Dhabi Projects Division (now the Europe & Middle East Projects Division) and seven subsidiaries in Japan, and at four subsidiaries conducting business in Abu Dhabi. No significant violations or risks related to ABC were identified at any of these locations.

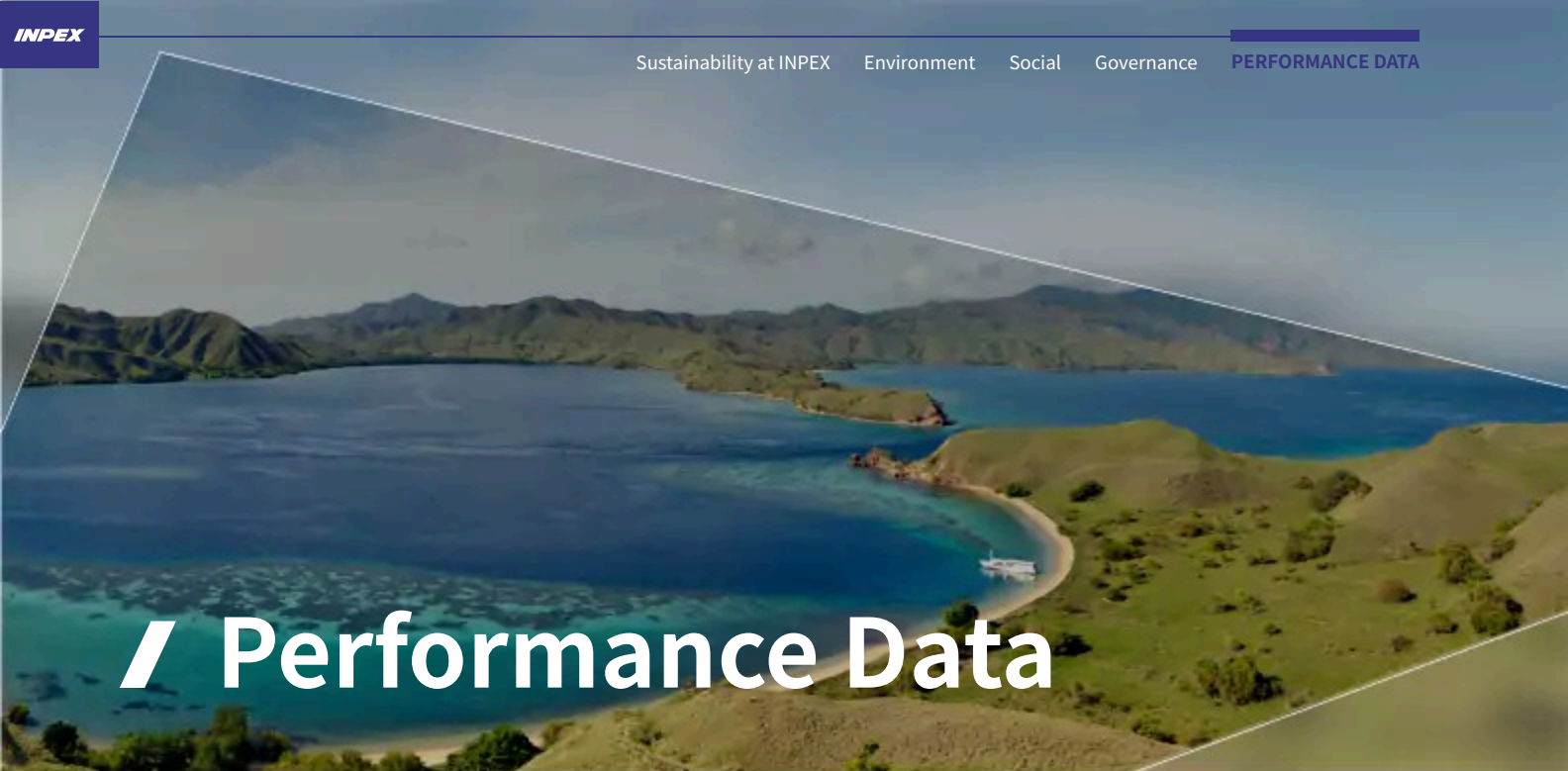
## Enhancement of Transparency Through Participation in EITI

Since FY2012, we have been participating in and supporting the efforts of the Extractive Industries Transparency Initiative (EITI). This multinational initiative aims to improve the transparency and sound management of the flow of funds from extractive industries to the governments of resource-producing countries. As of March 2025, 55 resource-producing countries and many supporting countries including Japan, companies in extractive industries, and nongovernmental organizations were participating in the EITI. We provide the EITI with data concerning the participating countries where we operate projects.

## Promotion of Compliance Training

We regularly conduct training by business theme, including the prevention of harassment and discrimination, by job level. These sessions use examples of past incidents within the Group to strengthen employees' compliance awareness and encourage the practice of compliance in their daily work. The table below shows our main training programs in FY2024. Data on training held in each country is also outlined in the [Performance Data](#).

Program	Target Participants	Topics
<b>Compliance Training for New Graduates and Mid-career Employees</b>	New graduates and mid-career employees	Harassment prevention, anti-bribery and anti-corruption, whistle-blowing and other compliance issues.
<b>Compliance Training by Job Level</b>	New employees from their first to third years, and newly appointed Managerial employees.	Harassment prevention awareness based on past cases and others
<b>Compliance Training for Managerial Employees</b>	Managerial employees at the Head Office and the Technical Research Center	(1) Harassment prevention, (2) Corporate fraud prevention
<b>Compliance Training for Officers</b>	CEO, Executive Officers, and Full-time Audit & Supervisory Board Members	(1) Diversity and discrimination, (2) Inappropriate language and responsibility
<b>Training for Personnel in charge of whistle-blowing</b>	Personnel in charge of whistle-blowing desks at INPEX	Overview and practical considerations regarding the revised Whistle-blower Protection Act in Japan
<b>Practical Whistle-blower Response Training for Subsidiaries</b>	Personnel in charge of whistle-blowing desks at subsidiaries	Practical responses to whistle-blower reports and violations
<b>The Subcontract Act Briefing</b>	INPEX Group employees engaged in transactions with subcontractors	Overview and practices to the Subcontract Act in Japan
<b>Anti-bribery and Anti-corruption (ABC) Training</b>	Officers and employees of seven subsidiaries conducting business in Japan and four subsidiaries conducting business in Abu Dhabi	Anti-bribery and anti-corruption (ABC) rules at INPEX, including ABC policies and procedures.



# **/ Performance Data**

**154 Environment**

**159 Social**

**166 Governance**

**169 Independent Assurance Report**

**172 External Evaluation**

# / Environment

Numbers in table may not sum due to rounding or numbers after decimal point.

## Climate Change <Target Management>

Boundary	Item		FY2022	FY2023	FY2024	Unit	
Equity share <sup>1</sup>	Direct GHG emissions (Scope 1) <sup>2,3,4</sup> ✓		6,839	6,864	6,833	thousand tons-CO <sub>2</sub> e	
	Indirect GHG emissions (Scope 2) <sup>2,3,4,8</sup> ✓		69	56	45		
	Net carbon intensity <sup>5</sup>		28	28	28	kg-CO <sub>2</sub> e/boe	
Operational control <sup>6</sup>	Indirect GHG Emissions (Scope 3) <sup>3</sup>	Category 1	Purchased goods and services <sup>7</sup>	686	1,973	2,725	thousand tons-CO <sub>2</sub> e
Equity share <sup>1</sup>		Category 11	Use of sold products <sup>7</sup> ✓	84,310	86,199	86,238	
Operational control <sup>6</sup>	Methane emissions intensity			0.05	0.05	0.05	%

1 The total amount of emissions corresponds to the net economic share of each production project

2 Of the equity share emissions in FY2024, we have obtained third-party assurance for Scope 1 emissions (4,544 thousand tons) and Scope 2 emissions (36 thousand tons) from the production projects where we take the operator role as of December 31, 2024, and from our head office and Technical Research Center.

3 Scope 1: Direct emissions from sources we owned or controlled

Scope 2: Indirect emissions from the consumption of electricity, steam, heat, and cooling we purchased

Scope 3: All indirect emissions that occur in our value chain

4 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

5 Net carbon intensity includes offset. Intensity indicates the volume of GHG emitted per unit of consolidated production of oil and natural gas (converted to calorific values) in Japan and overseas.

6 HSE data is reported on an operational control basis including head office, Technical Research Center, overseas offices, and operational organizations in Japan and overseas.

7 Category 1: The volume of contractor emissions and upstream emissions from the production of purchased goods.

Category 11: The emissions are calculated by multiplying the total sales volume of crude oil, natural gas, and LPG by CO<sub>2</sub>/CH<sub>4</sub>/N<sub>2</sub>O emission factor under the assumption that all amounts of crude oil, natural gas, and LPG are combusted. The emissions are calculated from 2006 IPCC Guidelines for National Greenhouse Gas Inventories emissions factors.

8 Following a review of data collection methodologies, figures disclosed in the Sustainability Report 2023 have been revised.

## Climate Change and Circular Economy

Boundary	Item				FY2022	FY2023	FY2024	Unit		
Operational control <sup>1</sup>	Direct GHG emissions (Scope 1) <sup>2,3</sup>	Emissions source	Japan ✓	Energy use	165	160	147	thousand tons-CO <sub>2</sub> e		
				Flaring	7	4	8			
			Other ventings and fugitives	7	17	19				
			Raw-CO <sub>2</sub> venting	91	83	64				
		Overseas ✓	Energy use	3,081	3,178	3,243				
			Flaring	530	318	395				
			Other ventings and fugitives	67	139	112				
			Raw-CO <sub>2</sub> venting	2,390	2,722	2,626				
		Gas types	Japan ✓	Gas types	CO <sub>2</sub>	263	245		219	
					CH <sub>4</sub>	8	19		19	
					N <sub>2</sub> O	0.03	0		0	
			Overseas ✓		CO <sub>2</sub>	5,903	6,192		6,235	
	CH <sub>4</sub>				159	160	136			
	N <sub>2</sub> O				6	5	5			
	Total				6,339	6,622	6,614			
	Indirect GHG emissions (Scope 2) <sup>2,3</sup>	Market-based	Market-based	Japan ✓	48	34	35			
				Overseas ✓	1	1	1			
				Total	48	35	36			
		Location-based	Location-based	Japan ✓	36	36	32			
				Overseas ✓	1	1	1			
				Total	37	36	33			
Energy consumption <sup>4</sup>	Energy consumption <sup>4</sup>	Japan ✓	Fuels (oil, natural gas, etc.)	3,211	3,096	2,874	TJ			
			Purchased electricity and heating	766	754	672				
		Overseas	Fuels (oil, natural gas, etc.)	60,955	61,552	62,878				
			Purchased electricity and heating	6	6	8				
		Total				64,938		65,408	66,430	
		Emissions to atmosphere	Emissions to atmosphere	VOC <sup>5</sup>	Japan ✓	358		490	413	tons
Overseas ✓	3,939				2,161	2,610				
Total	4,297				2,651	3,023				
NOx	Japan ✓			120	187	133				
	Overseas ✓			3,867	3,269	3,247				
	Total			3,987	3,456	3,380				
SOx	Japan ✓			5	4	4				
	Overseas ✓			1,003	89	649				
	Total			1,008	94	653				
Freshwater consumption	Freshwater consumption	Japan ✓	Tap water	145,445	144,619	119,919	m <sup>3</sup>			
			Water for industrial use	123,310	123,415	123,431				
			Groundwater and surface water	787,798	806,317	772,324				
			Total	1,056,553	1,074,351	1,015,674				
		Overseas	Tap water	528,329	551,260	573,975				
			Water for industrial use	0	0	0				
			Groundwater and surface water	672,156	0	0				
			Total	1,200,485	551,260	573,975				
			Total					2,257,038	1,625,610	1,589,650

Boundary	Item		FY2022	FY2023	FY2024	Unit		
Discharge of produced water	Japan ✓	Discharged into public water areas	100,174	98,532	88,687	m <sup>3</sup>		
		Injection return to groundwater	303,709	233,422	282,667			
		Total	403,883	331,954	371,354			
	Overseas	Discharged into public water areas	426,946	487,435	474,237			
		Injection return to groundwater	503,023	0	0			
		Total	929,969	487,435	474,237			
	Total		1,333,852	819,389	845,591			
	Waste <sup>6,7</sup>	Japan <sup>8</sup> ✓	Non-hazardous waste (waste diverted from disposal)	Preparations for reuse	n/c		0	0
				Recycling	n/c		962	1,015
				Others	n/c		0	328
Total				2,006	962	1,343		
Non-hazardous waste (waste directed to disposal)			Incineration (with energy recovery)	n/c	105	32		
			Incineration (without energy recovery)	n/c	136	85		
			Landfill	n/c	193	129		
			Others	n/c	180	0		
Total			4,618	613	247			
Hazardous waste (waste diverted from disposal)			Preparations for reuse	n/c	0	0		
			Recycling	n/c	0	0		
			Others	n/c	15	769		
		Total	0	15	769			
Hazardous waste (waste directed to disposal)		Incineration (with energy recovery)	n/c	22	0			
		Incineration (without energy recovery)	n/c	95	18			
		Landfill	n/c	0	0			
		Others	n/c	782	0			
Total		9,109	899	18				
Total		15,734	2,490	2,376				
Overseas		Non-hazardous waste (waste diverted from disposal)	Preparations for reuse	n/c	2,850	3,167	tons	
			Recycling	n/c	385	547		
			Others	n/c	1,639	3,994		
			Total	0	4,875	7,708		
		Non-hazardous waste (waste directed to disposal)	Incineration (with energy recovery)	n/c	76	3		
			Incineration (without energy recovery)	n/c	0	0		
			Landfill	n/c	1,312	1,636		
			Others	n/c	0	0		
	Total	29,326	1,389	1,639				
	Hazardous waste (waste diverted from disposal)	Preparations for reuse	n/c	0	1			
		Recycling	n/c	47	91			
		Others	n/c	0	200			
		Total	0	47	292			
	Hazardous waste (waste directed to disposal)	Incineration (with energy recovery)	n/c	605	23			
		Incineration (without energy recovery)	n/c	0	0			
Landfill		n/c	86	76				
Others		n/c	0	0				
Total	0	691	99					
Total		29,326	7,001	9,738				
Total		45,059	9,491	12,115				

Boundary	Item		FY2022	FY2023	FY2024	Unit	
	Waste (drilling-related work) <sup>7,9</sup>	Japan <sup>8</sup> ✓	Waste diverted from disposal	n/c	10,920	14,523	tons
			Waste directed to disposal	n/c	16,121	487	
			Cuttings	n/c		8,089(0)	
			Total	n/c	27,041	23,099	
	Overseas	Waste diverted from disposal	n/c	2,400	2,778		
		Waste directed to disposal	n/c	1,981	722		
		Cuttings	n/c		2,076(0)		
		Total	n/c	4,382	5,575		
	Total		n/c	31,422	28,675		
	Oil spills		Number of spills	0	0	0	
		Quantity of spills ✓	0	0	0	bbl	

\* Items for which data is not collected are marked with n/c (not collected).

1 HSE data is reported on an operational control basis including head office, Technical Research Center, overseas offices, and operational organizations in Japan and overseas.

2 Scope 1: Direct emissions from sources we owned or controlled. Categories 4 and 9 are being included in Scope 1 from 2021.

Scope 2: Indirect emissions from the consumption of electricity, steam, heat, and cooling we purchased

Scope 3: All indirect emissions that occur in our value chain

3 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

4 The data is calculated in accordance with local laws and regulations (including the Act on Rationalization of Energy Use and Shift to Non-fossil Energy in Japan).

5 Japan: VOC emissions are calculated using the PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc. published by the Petroleum Association of Japan.

Overseas: The emissions are calculated in accordance with local laws and regulations.

6 For waste amount reporting from FY2023 onward, the aggregation classification has been changed to comply with GRI 306 reporting standards.

7 The definition of hazardous waste is in accordance with local laws and regulations. Within Japan, "specially controlled industrial waste" as stipulated in the Act on Waste Management and Public Cleaning is set as "hazardous waste," and other waste (including "industrial waste" and "municipal waste") is set as "non-hazardous waste."

8 Among general waste, all waste is counted as landfill since the amount of waste classified as non-flammable is not known by treatment category.

9 From FY2023 onward, the amount of waste generated from drilling-related work such as cuttings has been counted individually. From FY2024 onward, the waste from drilling-related work is categorized and counted separately as cuttings and non-cuttings. The figures in parentheses indicate the amount of cuttings that were landfilled.

## Renewable Energy

Boundary	Item		FY2022	FY2023	FY2024	Unit
Consolidated	Electricity generated by using renewable energy	Geothermal	425,372	668,425	661,957	MWh
		Wind	313,240	836,832	1,260,009	
		Solar	5,647	37,318	160,734	
		Total	744,259	1,542,575	2,082,700	
		Total investment in renewable energy	79,836	77,435	5,707	

## Environmental Conservation-related CAPEX and OPEX

Boundary	Item	FY2022		FY2023		FY2024		Unit
		CAPEX	OPEX	CAPEX	OPEX	CAPEX	OPEX	
Operational control <sup>1</sup>	Global warming prevention (including energy saving)	45,150	273,680	412,680	832,122	547,249	758,108	thousand yen
	Prevention of air pollution	148,067	8,275	48,755	7,841	72,017	8,403	
	Conservation of soil and groundwater environment	216,800	0	38,830	0	182,295	0	
	Conservation of water quality	0	228,181	0	316,673	0	1,312,939	
	Treatment and disposal of waste	471,389	701,701	22,849	591,494	131,664	748,499	
	Project management	303,763	308,881	345,690	220,885	102,833	310,604	
	Monitoring of environmental impacts/conservation of soil and groundwater environment (onshore)	40,625	63,152	179	6,860	37,725	27,714	
	Monitoring of environmental impacts/conservation of water quality (onshore)							
	Monitoring of environmental impacts/conservation of water quality (offshore)	2,590	12,114	2,485	72,293	2,963	93,728	
	Monitoring of environmental impacts/project management (offshore)							
	Monitoring of environmental impacts/biodiversity conservation	21,181	207,348	22,344	287,526	25,014	297,805	
	Total	1,249,565	1,803,332	893,812	2,335,693	1,101,760	3,557,802	
Grand total		3,052,897		3,229,505		4,659,562		

<sup>1</sup> HSE data is reported on an operational control basis including head office, Technical Research Center, overseas offices, and operational organizations in Japan and overseas.

# / Social

Numbers in table may not sum due to rounding or numbers after decimal point.

## Safety <Occupational Health and Safety>

Boundary	Item				FY2022	FY2023	FY2024	Unit		
Operational control <sup>1</sup>	Incident frequency	LTIR <sup>2</sup>	By contract ✓	Employees	0.31	0.44	0.14			
				Contractors	0.23	0.57	0.73			
				Total	0.27	0.51	0.45			
				By region	Japan	0.39	0.55	0.66		
			Norway		17.64	0.00	0.00	-		
			Australia		0.12	0.56	0.41			
			Indonesia		0.00	0.00	0.00			
			UAE		0.00	0.00	0.00			
			U.S.		0.00	0.00	0.00			
			Total		0.27	0.51	0.45			
				TRIR <sup>3</sup>	By contract ✓	Employees	1.24	1.18	0.55	
			Contractors			3.51	3.12	3.40		
			Total			2.54	2.17	2.06		
					By region	Japan	2.16	2.00	2.15	
	Norway	17.64	0.00			0.00	-			
	Australia	3.08	2.64			2.60				
	Indonesia	0.00	0.00			0.00				
	UAE	0.00	0.00	0.00						
	U.S.	1.51	0.00	0.00						
	Total	2.54	2.17	2.06						
Fatalities		By contract	Employees	0	0	0				
			Contractors	0	0	0				
			Total	0	0	0				
			By region	Japan	0	0	0			
		Norway		0	0	0	persons			
		Australia		0	0	0				
		Indonesia		0	0	0				
		UAE		0	0	0				
U.S.	0	0	0							
Total	0	0	0							
Lost time injury		By contract	Employees	2	3	1				
			Contractors	2	4	6				
			Total	4	7	7				
			By region	Japan	2	3	4			
		Norway		1	0	0	cases			
		Australia		1	4	3				
		Indonesia		0	0	0				
		UAE		0	0	0				
U.S.	0	0	0							
Total	4	7	7							

Boundary	Item		FY2022	FY2023	FY2024	Unit	
	Restricted workday injury	By contract	Employees	3	1	1	cases
			Contractors	13	12	14	
			Total	16	13	15	
	Medical treatment of injury	By contract	Employees	3	4	2	cases
			Contractors	15	6	8	
			Total	18	10	10	

- HSE data are reported on an operational control basis including head office, Technical Research Center, overseas offices, and operational organizations in Japan and overseas.
- The lost time injury rate (LTIR) refers to the rate of injuries resulting in fatalities or lost time per million hours worked.
- The total recordable injury rate (TRIR) refers to the rate of injuries resulting in fatalities, lost time, not entailing lost work time, or occupational injuries requiring medical treatment per million hours worked.

## Safety <Process Safety>

Boundary	Item	FY2022	FY2023	FY2024	Unit
Operational control <sup>1</sup>	Tier 1 ✓	0	1	1	cases
	Tier 2	0	2	1	

- \* Tier 1 and Tier 2 process safety events are unexpected releases or leakages of any material, including flammable liquids. In line with internationally accepted guidelines, we classify and report such events as Tier 1 or Tier 2 depending on the degree of consequence (personal harm, direct cost to the Company, type and quantity of material released, etc.).
- HSE data are reported on an operational control basis including head office, Technical Research Center, overseas offices, and operational organizations in Japan and overseas.

## Human Capital <Employment>

Boundary	Item				FY2022	FY2023	FY2024	Unit	
Consolidated	Overall employees	By gender (Figures in parentheses denote the percentage.)	Male	General employees	1,880 (75.3)	1,970 (74.8)	2,046 (74.5)	persons (%)	
				Managerial employees	817 (94.3)	839 (93.6)	859 (92.3)		
				Total	2,697 (80.2)	2,809 (79.6)	2,905 (79.0)		
			Female	General employees	618 (24.7)	665 (25.2)	702 (25.6)		
				Managerial employees	49 (5.7)	57 (6.4)	72 (7.7)		
				Total	667 (19.8)	722 (20.5)	774 (21.0)		
	Total				3,364	3,531	3,679		
	By employment contract	Full-time employees	Male		2,697	2,809	2,905		persons
				Female	667	722	774		
				Total	3,364	3,531	3,679		
		Temporary employees	Male	313	361	435			
			Female	98	104	145			
Total			411	465	580				
By region	Japan	Full-time employees		1,777	1,819	1,829	persons		
			Temporary employees	212	244	268			
			Total	1,989	2,063	2,097			
	Asia and Oceania	Full-time employees	1,327	1,478	1,611				
		Temporary employees	149	171	279				
		Total	1,476	1,649	1,890				
	Europe	Full-time employees	95	97	106				
		Temporary employees	12	16	10				
		Total	107	113	116				
	Middle East and Africa	Full-time employees	109	106	101				
		Temporary employees	36	33	22				
		Total	145	139	123				
	Americas	Full-time employees	56	31	32				
		Temporary employees	2	1	1				
		Total	58	32	33				
	By nationality	Japan		2,021	2,062	2,108		persons	
		Australia		1,003	1,111	1,161			
		Indonesia		46	49	72			
Singapore <sup>1</sup>			n/c	n/c	21				
Norway			51	47	49				
U.K.			57	57	56				
Others <sup>2</sup>			186	205	212				

Boundary	Item		FY2022	FY2023	FY2024	Unit	
Unconsolidated	Number of employees	Male	1,062	1,075	636	persons	
		Female	287	309	253		
		Total	1,349	1,384	889		
	Average years of employment	Male	14.5	13.9	12.0	years	
		Female	10.5	10.4	10.8		
		Total	13.7	13.1	11.6		
	Number of employee turnovers	Male	29 and under	3	2	4	persons
			30-60	22	15	14	
			Total	25	17	18	
		Female	29 and under	7	1	1	
			30-60	5	5	3	
			Total	12	6	4	
	Total number of employee turnovers		37	23	22		
	Employee turnover rate <sup>3</sup>		2.75	1.67	1.20	%	
	Recruitment Process	New Graduate Hires	Male	28	33	39	persons
			Female	11	12	15	
			Total	39	45	54	
		Mid-career Hires	Male	38	51	47	
			Female	3	18	9	
			Total	41	69	56	
		Category	Managerial employees	12	19	16	
General employees			29	50	40		
Age		40s and over	10	15	11		
	30s	22	35	34			
	Teens and 20s	9	19	11			
Ratio of standard minimum salary to local minimum wage <sup>4</sup>		1.04	1.20	1.17	times		
Number of employees with disabilities (Figures in parenthesis denote the percentage in total employment.)		46 (3.1)	45 (2.9)	48 (3.0)	persons (%)		
Labor union participation rate <sup>5</sup>		59.7	59.7	59.3	%		

\* Items for which data is not collected are marked with n/c (not collected).

1 This item is newly disclosed from Sustainability Report 2024 (issued on June 30, 2025).

2 Those whose nationality is unknown are included.

3 Calculated based on the number of voluntary resignees; INPEX employees (unconsolidated employees in Japan and seconded employees in Japan and overseas, excluding seconded employees from other companies)

4 Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare

5 Fixed-term employees are not included.

## Human Capital <Human Resource Development>

Boundary	Item		FY2022	FY2023	FY2024	Unit	
<b>Unconsolidated<sup>1</sup></b>	Number of participants in training programs	Level-specific training	1,031	511	540	persons	
		Career design training	For ages 51 and above	n/c	n/c		10
			For age 50	249	48		45
			For age 40	46	47		50
			For age 30	60	46		57
		Business knowledge training	157	178	145		
		Business-practice training in Japan and overseas	44	66	82		
Program for study overseas	5	4	5				
<b>Unconsolidated<sup>1</sup></b>	Training hours per person	Gender	Male	72.8	62.5	49.3	hours/ person
			Female	65.9	75.7	51.9	
		Country	Japan	71.4	65.0	49.8	
			Australia	47.6	64.5	45.0	
<b>Australia<sup>2</sup></b>		Total	60.3	64.8	47.8		
<b>Unconsolidated<sup>1</sup> + Australia<sup>2</sup></b>	Training cost per person	Gender	Male	184,600	228,387	265,347	yen
			Female	164,019	227,253	218,776	
		Country	Japan	180,251	228,179	256,550	
			Australia	397,996	437,028	417,330	
<b>Australia<sup>2</sup></b>		Total	281,216	315,899	324,987		
<b>Unconsolidated<sup>1</sup> + Australia<sup>2</sup></b>	Percentage of employees who seek performance and career development reviews regularly	Gender	Male	100	100	100	%
			Female	100	100	100	
			Total	100	100	100	
		Employee category	Managerial employees	100	100	100	
			General employees	100	100	100	
			Total	100	100	100	

\* Items for which data is not collected are marked with n/c (not collected).

1 INPEX CORPORATION employees (unconsolidated employees in Japan and seconded employees in Japan and overseas, excluding seconded employees from other companies)

2 Employees of subsidiaries in Australia

## Human Capital <Work-life Balance>

Boundary	Item	Apr. 2022— Mar. 2023	Apr. 2023— Mar. 2024	Apr. 2024— Mar. 2025	Unit		
Unconsolidated	Unconsolidated monthly average of overtime work	22.9	21.2	20.9	hours		
	Average days of paid leave taken (Figures in parentheses denote the average rate of paid leave taken <sup>1</sup> .)						
		Male	13.2 (70.9)	13.7 (73.8)	12.7 (69.6)		
		Female	15.3 (81.7)	15.1 (81.7)	14.3 (77.5)	days (%)	
		Total	13.7 (73.2)	14.0 (75.4)	13.1 (71.8)		
		Rate of physical examinations and checkups taken	100	100	100	%	
		Number of employees taking maternity leave <sup>2</sup>	16	13	9	persons	
		Number of employees using childcare leave system <sup>2,3</sup>	Male				
			Female				
			Total				
			Male	38	40	32	persons
			Female	70.4	76.9	68.1	%
			Total	16	13	9	persons
			Male	100	100	100	%
			Female	16	13	9	persons
			Total	77.1	81.5	73.2	%
			Male	4	6	5	
			Female	48	43	47	
			Total	52	49	52	
			Male	25	48	55	
			Female	51	50	60	
			Total	76	98	115	
		Male	48	62	101		
		Female	30	24	33		
		Total	78	86	134		
		Male	1	1	0	persons	
		Female	0	0	1		
		Total	1	1	1		
		Male	0	0	0		
		Female	1	1	0		
		Total	1	1	0		
		Male	17	21	32		
		Female	15	18	21		
		Total	32	39	53		
	Number of employees using volunteer leave system	7	3	4			

1 Data includes some fixed-term employees.

2 The calculation period for 2022 is from April 2022 to March 2023, while for 2023 and 2024, the calculation period aligns with the fiscal year, which is from January to December.

3 Eligible individuals who have the right to take childcare leave at INPEX refer to employees who live with and raise children under the age of 1 and wish to take leave for childcare purposes (excluding those who have been with the Company for less than 1 year).

4 This item indicates the total number of individuals.

5 Percentage is calculated by (the number of returned employees in the fiscal year in question) divided by (the number of employees expected to return in the fiscal year in question).

## Human Capital <Gender Equality>

Boundary	Item		FY2022	FY2023	FY2024	Unit
Unconsolidated <sup>1</sup>	Gender pay gap <sup>2</sup>	Full-time employees	61.8	62.4	65.1	
		Temporary employees	78.8	65.9	70.1	
		Total	62.7	62.6	65.4	
Consolidated <sup>3</sup>		Full-time employees	n/c	74.1	73.6	
Unconsolidated <sup>1</sup>	Percentage of women in management positions in the GM level		2.2	2.0	1.9	
Consolidated <sup>3</sup>			n/c	4.7	5.7	%
Unconsolidated <sup>1</sup>	Percentage of women in management positions in the Lead/Manager level		3.8	4.7	5.7	
Consolidated <sup>3</sup>			n/c	6.7	8.2	
Unconsolidated <sup>1</sup>	Percentage of women among new hires <sup>3</sup>		n/c	26.3	21.8	
Consolidated			n/c	25.5	26.5	

\* Items for which data is not collected are marked with n/c (not collected).

1 INPEX CORPORATION employees (unconsolidated employees in Japan and seconded employees in Japan and overseas, excluding seconded employees from other companies)

2 Percentage is calculated by (average annual wage for women) divided by (average annual wage for men).

3 This item is newly disclosed from Sustainability Report 2023 (issued on June 28, 2024).

## Human Rights <Local Communities>

Boundary	Item		FY2022	FY2023	FY2024	Unit
Consolidated	Social contribution activities (by purpose)	Education and fostering future generations	727	785	854	
		Support for local communities	4,403	2,438	1,841	
		Health, medicine, and sports	82	70	96	
		Support for disaster-affected areas	388	9	38	
		Environment	326	419	427	million yen
		Culture and arts	72	581	104	
		Others	46	100	62	
		Total	6,043	4,402	3,423	
	Percentage of senior executives appointed from local communities <sup>1</sup>	Overseas subsidiaries	n/c	60.1	58.7	%

\* Items for which data is not collected are marked with n/c (not collected).

1 Senior executives refer to line managers and above. This item is newly disclosed from Sustainability Report 2023 (issued on June 28, 2024).

# / Governance

## Directors and Officers

Boundary	Item	As of March 28, 2023	As of March 26, 2024	As of March 28, 2025	Unit	
Consolidated	Directors and Executive Officers	Male	37	36	37	persons
		Female <sup>1</sup>	3	3	4	
		Total number of Directors and Executive Officers	40	39	41	
	Outside Directors (Figures in parentheses denote the ratio of Outside Directors)	5 (42)	5 (50)	5 (50)	persons (%)	
	Outside Auditors (Figures in parentheses denote the ratio of Outside Auditors)	4 (80)	4 (80)	4 (80)		

1 The percentage of female executive officers is 9.8% (as of March 28, 2025).

## Amounts paid to EITI countries

Boundary	Item	FY	Amount	Unit	
Consolidated	Payment Amounts to Governments (EITI)	Kazakhstan	2021	15,147	thousand USD
		Timor-Leste <sup>1</sup>	2022	133,513	
		Indonesia	2023	204	
		Norway	2023	501,578	

1 Total payment amounts by INPEX Timor Sea, Ltd. and INPEX Sahul, Ltd.

## Compliance

Boundary	Item		FY2022	FY2023	FY2024	Unit
Japan, Australia, Indonesia, Norway, U.S.	Number of Internal Reports	Japan <sup>1</sup>	11	11	12	cases
		Australia	0	4	21	
		Indonesia <sup>2</sup>	22	30	2	
		Norway	0	0	2	
		U.S.	1	0	0	
Japan <sup>3</sup>	Breakdown of whistle-blowing reports	Corruption or bribery	0	0	0	cases
		Antimonopoly or competition laws violation	0	0	0	
		Fraudulent accounting treatments	0	0	1	
		Human rights, Discrimination, or Harassment	10	8	8	
		Work condition	1	2	1	
		Customer Privacy data	0	0	0	
		Conflicts of Interest	0	0	0	
		Money Laundering or Insider trading	0	0	0	
		Others	1	1	2	
Australia <sup>4</sup>	Breakdown of whistle-blowing reports	Corruption or bribery	n/c	n/c	2	cases
		Antimonopoly or competition laws violation	n/c	n/c	0	
		Fraudulent accounting treatments	n/c	n/c	6	
		Human rights, Discrimination, or Harassment	n/c	n/c	11	
		Work condition	n/c	n/c	0	
		Customer Privacy data	n/c	n/c	0	
		Conflicts of Interest	n/c	n/c	0	
		Money Laundering or Insider trading	n/c	n/c	0	
		Others	n/c	n/c	2	

Boundary	Item		FY2022	FY2023	FY2024	Unit
Indonesia <sup>3,4</sup>	Breakdown of whistle-blowing reports	Corruption or bribery	n/c	n/c	0	cases
		Antimonopoly or competition laws violation	n/c	n/c	0	
		Fraudulent accounting treatments	n/c	n/c	0	
		Human rights, Discrimination, or Harassment	n/c	n/c	0	
		Work condition	n/c	n/c	1	
		Customer Privacy data	n/c	n/c	0	
		Conflicts of Interest	n/c	n/c	0	
		Money Laundering or Insider trading	n/c	n/c	0	
Norway <sup>3,4</sup>	Breakdown of whistle-blowing reports	Others	n/c	n/c	1	cases
		Corruption or bribery	n/c	n/c	0	
		Antimonopoly or competition laws violation	n/c	n/c	0	
		Fraudulent accounting treatments	n/c	n/c	0	
		Human rights, Discrimination, or Harassment	n/c	n/c	2	
		Work condition	n/c	n/c	0	
		Customer Privacy data	n/c	n/c	0	
		Conflicts of Interest	n/c	n/c	0	
Japan	Training provided to whistle-blowing response personnel <sup>4</sup>	Money Laundering or Insider trading	n/c	n/c	0	persons
		Others	n/c	n/c	0	
Japan	Human rights training (for new employees)	Attendance rate	100	100	100	%
		Training hours	26	23	27	hours
Japan, Australia, Indonesia	Anti-Bribery and Anti-Corruption (ABC) Training	Japan <sup>5</sup>	127	219	215	persons
		Australia	1,103	1,680	1,369	
		Indonesia	116	114	263	

\* Items for which data is not collected are marked with n/c (not collected).

1 The number of internal reports in Japan includes some reports and consultations to internal whistle-blowing desk from officers and employees of subsidiaries and affiliates in Japan and overseas.

2 The number of internal reports in Indonesia until and including FY2023 includes inquiries about the procedures for ABC measures, whereas the number of FY2024 excludes those inquiries.

3 The breakdown of reported cases in Japan, Indonesia, and Norway includes consultation cases.

4 This item is newly disclosed from Sustainability Report 2024 (issued on June 30, 2025).

5 The number until and including FY2023 includes participants in training at overseas sites other than Australia and Indonesia.

# / Independent Assurance Report

To ensure the reliability of environmental and social performance data included in Sustainability Report 2024, INPEX has obtained independent third-party assurance from SOCOTEC Certification Japan for all data marked with the symbol (✓) in the ESG Performance Data.

## Scope of Assurance: 2024 data covering the period from January to December for the following environmental and social performance data.

### Environmental performance indicators

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#### <Scope: Operational control in Japan ①>

- Scope 1 emissions (Emissions source, Gas types)
- Scope 2 emissions (Market-based, Location-based)
- Energy consumption
- Water consumption and discharge of produced water
- Emissions to the atmosphere (VOC, NOx, and SOx)
- Waste – Hazardous waste (waste diverted from disposal, waste directed to disposal), Non-hazardous waste(waste diverted from disposal, waste directed to disposal), and Drilling waste (waste diverted from disposal, waste directed to disposal, cuttings)

#### <Scope: Overseas operational control ②>

- Scope 1 emission (Emissions source, Gas types)
- Scope 2 emission (Market-based, Location-based)
- Emissions to the atmosphere (VOC, NOx, and SOx)

#### <Scope: Equity share based ③>

- Scope 1 emission
- Scope 2 emission
- Scope 3 emission Category 11 (Use of sold products) ④

#### <Scope: Operational control including Japan and global organizations ⑤>

- Oil Spill (Quantity of Spills)

### Social performance indicators

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#### <Scope: Operational control including Japan and global organizations ⑤>

- Lost time injury rate (LTIR) by contract
- Total recordable injury rate (TRIR) by contract
- Process Safety Events Tier 1

① Reported on an operational control basis including Head office, Technical Research Center and Operational organizations in Japan(operated by INPEX Corporation and its consolidated subsidiaries)as of the end of December 2024

② Reported on an operational control basis including Overseas offices and Oversease operational organizations(operated by INPEX Corporation and its consolidated subsidiaries)as of the end of December 2024

③ Equity share based Scope1, 2 emissions cover the production projects where INPEX takes the role of operator as of the end of December, 2024, Headquarters and Technical Research Center

④ Category 11 is calculated by multiplying the total sales volume of crude oil, natural gas, and LPG by each product's emission factor under the assumption that all amounts of them are combusted

⑤ Reported on an operational control basis including Head office, Technical Research Center and Overseas offices and Operational organizations in Japan and overseas(operated by INPEX Corporation and its consolidated subsidiaries) as of the end of December 2024



## Independent Assurance Report

**Mr. Takayuki Ueda**  
**Representative Director, President & CEO**  
**INPEX CORPORATION**

We, SOCOTEC Certification Japan (hereafter "SOCOTEC"), have performed a limited assurance engagement, in response to the entrustment from INPEX CORPORATION (hereafter the "Company"), in order to provide an opinion as to whether the environmental and social performance indicators marked with ✓ included in the subject matter information ("Sustainability Report 2024" (period: 1 January 2024 to 31 December 2024)) of the Company meets the criteria in all material respects.

### 1 Subject Matter Information and Criteria

The subject matter information for our assurance is the environmental and social performance indicators marked with ✓ included in "Sustainability Report 2024" (period: 1 January 2024 to 31 December 2024) covering the operations and activities of the Company and the consolidated subsidiaries.

The criteria for preparing subject matter information is "its own calculating and reporting criteria".

### 2 Management Responsibility

The environmental and social performance indicators marked with ✓ included in "Sustainability Report 2024" (period: 1 January 2024 to 31 December 2024) was prepared by the management of the Company, who is responsible for the integrity of the assertions, statements, and claims made therein (including the assertions over which we have been engaged to provide limited assurance), the collection, quantification and presentation of all data and information in the report, and applied criteria, analysis and publication.

The management of the Company is responsible for maintaining adequate records and internal controls that are designed to support the reporting process and ensure that the environmental and social performance indicators marked with ✓ included in "Sustainability Report 2024" (period: 1 January 2024 to 31 December 2024) is free from material misstatement whether intentional or negligent.

### 3 Assurance Practitioner's Responsibility

The responsibility of SOCOTEC is to express a limited assurance conclusion as to whether the subject matter information has been prepared in compliance with the criteria in all material respects.

SOCOTEC performed limited assurance engagement in accordance with the verification procedures stipulated by SOCOTEC and "JIS Q 14064-3:2023 (ISO 14064-3:2019) Specification with guidance for the verification and validation of greenhouse gas statements", the International Standard on Assurance Engagements (ISAE) 3410, "Assurance Engagements on Greenhouse Gas Statements" and the ISAE 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" of International Auditing and Assurance Standards Board (IAASB).

The procedures implemented in the limited assurance engagement are limited in their type, timing and scope as compared to the procedures implemented in the reasonable assurance engagement. As a result, our limited assurance engagement does not provide as high assurance as reasonable assurance engagement.

Our procedures performed depend on the assurance professional practitioner's judgement, including the risk of material misstatement, whether due to fraud or error. Our conclusion was not designed to provide assurance on internal controls. We believe that we have obtained the evidence to provide a basis for the conclusion for limited assurance.



## SOCOTEC

### 4 Assurance Procedures

The procedures that SOCOTEC has performed are based on professional judgement and include, but are not limited to:

- Evaluation of policies and procedures created by the Company in relation to subject matter information
- Inquiries to the Company personnel to understand the above policies and procedures
- Verification that the target project meets eligibility requirements
- Matching with the basis data by trial calculation and recalculation
- Obtaining and collating material for important assumptions and other data
- Sites visited to confirm the calculation structure and procedures, data collection and implementation status of record control:  
Operation Division, Naoetsu LNG Terminal of INPEX JAPAN, LTD. /  
Operation Division, East Japan Regional Office, Nagaoka Field Office of INPEX JAPAN, LTD.

### 5 Statement of Our Independence, Quality Management and Competence

SOCOTEC has introduced and maintained a comprehensive management system that conforms to the accreditation requirements of "ISO 17021 Conformity assessment – Requirements for bodies providing audit and certification of management systems". In addition, we have also established a management system according to "ISO 14065:2020 General principles and requirements for bodies validating and verifying environmental information". These meet the requirements of International Standard on Quality Management 1 by the International Auditing and Assurance Standards Board and Code of Ethics for Professional Accountants by International Ethics Standards Board for Accountants. We maintain a comprehensive quality management system that includes ethical rules, professional standards and documented policies and procedures for compliance with applicable laws and regulations.

The SOCOTEC Group is a comprehensive third-party organisation in testing, inspection and certification operations, and provides management system certification and training services related to quality, environment, labour and information security in countries around the world. Engaged in performance data and sustainability report assurance of environmental and social information, SOCOTEC affirms that it is independent of the organisation that has ordered the assurance engagement, its affiliated companies and stakeholders, and that there is no possibility of impairing impartiality or conflict of interest.

We assure that the team engaged in the assurance is selected based on knowledge and experience in the relevant industry, as well as the competence requirements for this assurance engagement.

### 6 Use of Report

Our responsibility in performing our limited assurance activities is to the management of the Company only in accordance with the terms for this engagement as agreed with the Company. We do not therefore assume any responsibility for any other purpose or to any other person or organisation.

### 7 Our Conclusion

On the basis of our procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the subject matter information is not, in all material respects, prepared and reported in accordance with the stated criteria.

SOCOTEC Certification Japan

Seigo Futaba  
Managing Director  
20 June 2025

# / External Evaluation



INPEX proactively engages in dialogue with stakeholders through information disclosure and supplies information to external evaluators. The evaluations by external organizations and the major ESG indexes for which INPEX has been selected as a component stock are shown as follows.

**FTSE4Good Developed Index, FTSE4Good Japan Index**



FTSE4Good

**FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index**

FTSE Blossom Japan      FTSE Blossom Japan Sector Relative Index

**MSCI Japan ESG Select Leaders Index**

2025 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

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**MSCI Nihonkabu ESG Select Leaders Index**

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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**Selected as DJSI World and DJSI Asia Pacific indexes in S&P Dow Jones Indices**

**CDP Climate Change 2024 Score: B**

**Selected as Yearbook Member in the S&P Global Sustainability Award 2024**



**S&P/JPX Carbon Efficient Index**



### SOMPO Sustainability Index



### Selected as an "Environmental Sustainable Company" in the Ministry of the Environment's ESG Finance Awards Japan



### STOXX® Platinum Career 150 Index



### Daiwa Investor Relations "Internet IR Awards 2024" Grand Prize in the Sustainability Category



### "Gomez ESG Web Award 2024" Excellence Award in the Sustainability Category



## From the Editorial Team

This Sustainability Report is intended to serve as a key opportunity for us to communicate with our stakeholders. Please read it and share your feedback with us.




Editorial Team

## Disclaimer

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This Sustainability Report includes forward-looking information such as estimates, forecasts, targets, and plans based on the current assumptions and beliefs of INPEX considering information available at the time of writing, and therefore involves uncertainties. Such uncertainties could cause the Company's actual results, performance, achievements, or position to be materially different from any forward-looking information expressed or implied herein. The Company undertakes no obligation to publicly update or revise any information in this Sustainability Report (including forward-looking information).

The background features a white background with several large, light blue triangles pointing in various directions. Inside these triangles, there are images of a bright blue sky with scattered white clouds. The overall aesthetic is clean, modern, and optimistic.

*At INPEX, our energy is helping  
shape a brighter future.*

*We are embracing today's opportunities  
for ever cleaner and secure energy,  
supporting a sustainable tomorrow.*

*Proudly contributing to positive economic  
and social outcomes, we are powering  
human progress and improving lives.*

***Energy for  
a brighter future***

***INPEX***