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Safety

Governance and Strategy

Governance

INPEX's safety governance structure is detailed in Sustainability Structure under the heading of Governance. We established the HSE Policy through resolution by the Board of Directors, defining our basic policy regarding health, safety, and environment (HSE) in corporate business activities. To ensure implementation of this policy, the Corporate HSE Committee was established to promote occupational health and safety and environmental initiatives in accordance with the HSE Management System (HSEMS) manual. Through the operation of the HSEMS and Corporate HSE Committee, the Director, Executive Vice President, in charge of HSE promotes HSE management at INPEX, and reports—regularly and as appropriate—the status of our HSE performance, as well as material matters related to HSE management and promotion, to the Board.

HSEMS Manual

The HSEMS manual use the HSEMS to systematically organize the HSE standards formulated by the Executive Officer in charge of HSE and stipulate that we strive for organizational and systematic improvement of HSE performance using the PDCA cycle. We comply with the HSE standards while formulating separate documents or requirements for the INPEX Group or each business as required.

Strategy

HSE Policy

First issued in 2003, our Health, Safety, and Environmental Policy is reviewed and updated every few years. We reissued it as the HSE Policy in January 2025, and it sets out our policy and HSE-related initiatives. In formulating this policy, we took into account the opinions of external stakeholders and clearly stated our initiatives for the continuous improvement of HSE performance. This policy is founded on ensuring the health and safety of all stakeholders, including employees, contractors, project partners, and local communities, as well as addressing global environmental issues and creating environmental value. It applies to employees and contractors engaged in our Group-wide activities, including at operational sites. Furthermore, based on this policy, we have established quantitative and qualitative HSE targets, assessed their priorities, and formulated action plans. The Director, Executive Vice President in charge of HSE is responsible for these initiatives. Please refer to the HSE Policy section on our website for details.

Risks and Opportunities

The geopolitical landscape underscores the strategic importance of a stable energy supply in the transition to net zero emissions. We aim to enhance our corporate value and grow as a sustainable energy supplier through HSE management across the INPEX Group. The risks we can anticipate from a safety perspective as well as their respective measures are outlined below. The identified risks are generic ones in our core businesses related to oil and gas industry.

Results of Safety-related Risk Assessment at End of FY2025

(Short term: Less than 1 year; medium-term: 1 to less than 3 years; long-term: 3 years and above)

Risks

Risk Description	Expected Timing of Risk Occurrence	Measures
Risk of personal injury, production stoppages, and	Short-term-long-term	• The risk of leakage, fire, or explosion that bring significant impacts is defined as MAE [1] risk, and risk identification, analysis, and evaluation are conducted from the design stage, and measures are implemented to safely manage operational

construction delays due to fire or explosion at operational sites		sites. • Preventive measures against signs of incidents are implemented to avoid them by identifying equipment and tasks related to safety management in operations and conducting systematic integrity monitoring and management. • In addition, as a Group-wide initiative, HSE-related requirements are revised and measures are implemented to improve capabilities.

1 Major accident events that cause fatalities, serious injuries, and other serious harm to people and property in the surrounding area, including fires, explosions, and toxic gas clouds resulting from large-scale leakages

Risk Management

Please refer to Governance > Risk Management for details on overall sustainability risk management.

Regarding HSE risks, we apply risk management based on our HSEMS. We adopted our HSEMS to ensure implementation of the HSE Policy in our business activities. Our HSEMS is based on the International Association of Oil & Gas Producers (IOGP) OMS510 *1 report and references the international standards ISO 9001, ISO 14001, and ISO 45001. Based on the principles of leadership, risk management, and continuous improvement, OMS510 is the foundation for improving the performance and effectiveness of our HSEMS. With the HSEMS of OMS510 as the base, 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. With these elements incorporated in the management system, we carry out comprehensive HSE risk management.

HSEMS Structural Diagram

In addition, the following periodic reports are made as a mechanism to reflect key HSE risks in corporate strategies and decision-making.

- Executive Committee (monthly): The Director, Executive Vice President in charge of HSE and the HSE Unit report to the Executive Committee on the status of the INPEX Group's HSE metrics, incidents, etc.
- Executive Committee (quarterly): The Director, Executive Vice President in charge of HSE and the HSE Unit report to the Executive Committee after receiving reports on major HSE risks from all operator projects.

*1 IOGP Report No. 510 "Operating Management System Framework for controlling risk and delivering high performance in the oil and gas industry"

HSE Objectives and Programs

Our corporate HSE Unit sets HSE objectives to ensure the continuous improvement of our HSEMS and achieve Group-wide HSE management. It also develops and implements an annual HSE program that outlines activities to achieve the key HSE objectives at each site as well as at the corporate level, and manages progress toward achieving the objectives.

Our ultimate goal is to ensure that all workers at workssites 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 FY2025 was the improved communication between senior management and site workers which was achieved through site visits by senior management and the special awareness month campaign. In addition, we take the fatality that occurred at a construction site in Japan seriously. We went beyond incident investigation at the site level to conduct it at the corporate level, thoroughly investigating the factors behind the incident. Based on the investigation results, we formulated safety measures for domestic sites and are working Group-wide to prevent recurrence of incidents. Please refer to Metrics, Targets, and Results for details on the status of our HSE objective achievement in FY2025.

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 each site
  - Analyze incident trends and enhance measures for specific risks
  - Manage health, including mental health, at each site 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 adopting 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

HSE Audits

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 the corporate HSE Unit 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 sites.

In addition, the Nagaoka Field Office, our largest field office in Japan, obtained the ISO 14001 international certification for environmental management systems in FY2003 and has since maintained it in conjunction with our HSEMS. The Nagaoka Field Office conducts internal and external audits as required by ISO 14001.

Metrics, Targets, and Results

Targets

The INPEX Group has defined fatalities, serious injuries, and major leaks as major incidents that must never occur during its operations. We set "Zero Major Incidents" as one of our management targets, and it is a common safety target covering all employees. The scope for our targets regarding fatalities and serious injuries includes employees and contractors.

Results

In FY2025, there were two major incidents: a fatality at a construction site in Japan, and an incident resulting in a serious injury at a drilling site in Japan. The victims in both incidents were contractors.

Metrics	Targets	FY2025 Results	Unit
Fatalities	0	1	persons
Serious injuries	0	1	persons
Major leaks (PSE Tier 1) [1]	0	0	cases

1 In line with IOGP requirements, unexpected releases or leakages of substances, including flammable liquids, are classified in tiers depending on the degree of consequence (personal harm, direct cost to the Company, type and quantity of material released, etc.). PSE Tier 1 refers to those with the most significant consequences.

Other Metrics and Targets

Based on the HSE Policy, we have established quantitative and qualitative HSE targets, studied their priorities, and formulated action plans for the continuous improvement of HSE performance. To quantitatively measure our safety performance, we monitor two safety metrics of incidents resulting in injury for all employees and contractors involved in our projects: the lost time injury rate (LTIR) *1 and the total recordable injury rate (TRIR) *2. We gather such data in accordance with reporting guidelines defined by IOGP. For LTIR, we also monitor our progress toward the targets we have set for employees and contractors while benchmarking ourselves against IOGP participating companies.

Our LTIR for FY2025 was 0.33, representing a year-over-year improvement and achieving our target for the year (0.41).

*1 Rate of fatalities and injuries resulting in lost time per million hours worked

*2 Rate of fatalities, injuries resulting in lost time, and injuries not resulting in lost time or requiring medical treatment per million hours worked

HSE-related Targets and Results

The evaluation of HSE-related initiatives in FY2025 and actions are detailed below. Please refer to Biodiversity Conservation and Environmental Pollution Measures for details on our initiatives related to the environment.

Targets	Evaluation	Incidents/Actions
Strengthening of initiatives for Group-wide incident reduction to achieve zero major incidents	Poor	• INPEX Group-wide LTIR and TRIR improved from last year (2024: LTIR 0.45, TRIR 2.06; 2025: LTIR 0.33, TRIR 1.93). • Two major incidents (a fatality and a serious injury) occurred. • Given the occurrence of major incidents, corporate-level incident investigations were conducted to thoroughly investigate the factors behind the incidents, and measures to prevent the recurrence of incidents, including ensuring

		proper schedules, thorough risk management, and Group-wide safety education, were formulated.
Enhancement of Group-wide process safety management	Good	• Toward operation of mechanisms for ensuring Group-wide process safety management competency, awareness-raising activities were conducted for the persons in charge of operational organizations to recognize the importance of demonstrating leadership. Preparations toward trial implementation of these mechanisms and establishment of education and training materials were also advanced at each organization. • Requirements and such in the quarterly process for HSE risk management and reporting were reviewed and risk visualization was improved.
Establishment and implementation of HSE management in all business areas	Good	• HSE management in businesses not related to oil or natural gas, including Kashiwazaki Hydrogen Park, Nagaoka Methanation Demonstration, and Okuhida geothermal well drilling projects was continued. For Kashiwazaki Hydrogen Park and Nagaoka Methanation Demonstration, start-up reviews during plant completion and process safety confirmation toward commencement of operations were conducted. • HSEMS documents are being updated to achieve more efficient and effective HSE management according to business characteristics.
Enhancement of HSE communication by senior management	Good	• Five site visits by senior management to sites in Japan were conducted, conveying the message of safety first and discussing HSE management of sites. • The scope of informal meetings and inspections during site visits is being expanded within our organizations in Japan. • An HSE meeting was held in October with the participation of senior management, including the Representative Director, President & CEO, to discuss various measures for preventing the recurrence of major incidents.

Other Initiatives

Efforts to Reduce Incidents

As part of our efforts toward incident prevention, we continue to share learning 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 FY2025 were investigated and corrective actions were taken.

Further activities to prevent major incidents include firmly embedding Lifesaving 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 Lifesaving Rules among our contractors as they represent over 80% of the incidents resulting in injury. At the Ichthys LNG Project, we also conduct a coaching program and hold HSE forums with our employees and contractors to promote greater awareness of HSE.

Please refer to Initiatives for Emergency Response and BCP for details on emergency responses 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, engineering, as well as operating, maintenance, and inspection methods. The aim is to prevent or mitigate the impact of the leakage of flammable liquids or other hazardous materials or the occurrence of MAEs, 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 (MAEs) 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 MAEs, and ensures risks are controlled to as low as reasonably practicable (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 FY2025, toward operation of mechanisms for ensuring Group-wide process safety management competency, we conducted awareness-raising activities for the persons in charge of operational organizations to recognize the importance of demonstrating leadership. At the same time, we promoted preparations toward trial implementation of these mechanisms at each organization. Furthermore, we also worked on improving the processes for managing and reporting Group-wide HSE risks, including process safety incidents, as well as the analysis and such of industry incident cases. Continuing from FY2024, 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 that prioritizes HSE within our organizations. This includes developing our HSEMS, providing HSE education and training, and sharing learning from incidents (LFI) [*1] 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 workers and raise HSE awareness among our organization, and improve our Group-wide HSE performance. In FY2025, we presented eight awards: a HSE Excellence Award to one group, HSE Activity Awards to five groups and one individual, and one partner company.

FY2025 Corporate HSE Awards ceremony

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.

Site visits by senior management are valuable opportunities for them to demonstrate HSE management leadership and communicate directly with site workers through talking about HSE initiatives and challenges. Our senior management delivers a unified safety message to each site with the aim of increasing our Group-wide HSE awareness. In FY2025, our Executive Officers made five site visits in Japan, including four by the Senior Executive Vice President and one by the Executive Officer in charge of HSE.

Dialogue with contractors at the construction site of Kashiwazaki Hydrogen Park

Plant visit at Kashiwazaki Hydrogen Park

In July, the Executive Officer in charge of HSE visited the construction site of Kashiwazaki Hydrogen Park, during which he conveyed INPEX's emphasis on being thorough in Lifesaving Rules and the message of safety first—not hesitating to stop work when danger is felt. The plant's process equipment and safety facilities were also checked, and discussions were conducted regarding the HSE risks, emergency responses, and other topics in the handling of flammable liquids such as hydrogen and ammonia.

*1 Lessons from incidents obtained through incident investigations

Education and Training for Enhanced HSE Competency

In FY2025, a cumulative total of 585 employees attended internal workshops and training sessions, through which we conducted 775 hours of HSE education and training. 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 employees in charge of HSE and enable them to further develop their HSE competency through on-the-job training (OJT) and 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 governance structure for human capital is detailed in Sustainability Structure under the heading of Governance.

Strategy (Initiatives for Human Capital)

Policy

Human Resources Strategy

To realize the INPEX Group's Mission, we believe that we need to cultivate an organization and human resources that can further hone our strengths in on-site capabilities, technological capabilities, and internationality, and that can respond flexibly even in a rapidly changing business environment. We aim to build an organizational culture that is not bound by preconceived notions, that encourages free and vigorous exchange of opinions, that continually takes on new challenges, and that encourages innovation. We also seek human resources who can create value at business sites based on an acceptance of diversity, willingness to grow, and the capability to act autonomously. To achieve this, we are working on various key measures based on the Basic Policy on INPEX Human Resources Strategy.

<Basic Policy on INPEX Human Resources Strategy>

To become an "Employer of Choice," a 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 HR Vision

To achieve the Basic Policy on INPEX Human Resources Strategy, our Human Resources Unit formulated the INPEX HR Vision, comprising four key pillars as a common vision for the Group's human resources divisions. The Vision was formulated in consultation with the heads of human resources divisions in each country. With these four core pillars, we are conducting sustainable and responsible business management as a global company and working to create an internationally competitive organization by applying a global

perspective as we implement human resources initiatives stemming from the Basic Policy on INPEX Human Resources Strategy to improve the capabilities of our employees and team performance.

Four key pillars in INPEX HR Vision

Risks and Opportunities

We assess risks and opportunities as detailed below to develop the Group's desired human resources and organizational culture.

Results of Human Capital-related Risk and Opportunity Evaluation at the End of FY2025

(Short-term: Less than 1 year; medium-term: 1 to less than 3 years; long-term: 3 years or more)

Risks

Risk Categories	Risk Description	Expected Timing of Risk Occurrence	Measures
Securing of human resources and deployment of the right people to the right positions	Risk of losing business opportunities from being unable to secure the required quality and quantity of human resources	Short-term-long-term	• Focused human resource assignments in priority areas (growth areas and new areas) • Promotion of business growth and acceleration by assigning the right people to the right positions • Introduction of a tenure system for line management positions and development of succession plans to prevent rigidity in personnel assignments and reduction in opportunities for promotion • Introduction of a system that allows employees to declare their job and division preferences to support autonomous career development
	Risk of lower employee motivation and labor productivity from being unable to assign the right people to the right positions	Short-term-long-term	
Strengthening of human resource development and competency	Risk of losing excellent human resources from being unable to provide opportunities for learning and growth	Short-term-long-term	• Provision of leadership programs and skills-related training tailored to the circumstances of each country • Provision of head office training program, etc. for employees of overseas subsidiaries • Promotion of identification and development of future leaders, including at overseas subsidiaries • Provision of appropriate training and work opportunities that lead to career development

Compliance	Risk of damaging corporate reputation due to compliance violations	Short-term-long-term	• Holding of regular compliance training by business theme and job level, including the prevention of harassment and discrimination, as well as seminars about psychological safety and unconscious bias • Strengthening of measures for mental health, such as e-learning, collaboration with doctors, and follow-up for those returning to work from leave • Monitoring of employees' well-being by their supervisors through engagement surveys during annual stress checks, regular one-on-one meetings, and pulse surveys
	Risk of lower labor productivity or human rights violations being triggered by harassment and adverse impacts on mental/physical health	Short-term-long-term	

Opportunities

Opportunity Categories	Opportunity Description	Expected Timing of Opportunity Occurrence	Progress
Opportunities related to the securing of human resources and deployment of the right people to the right positions	Deployment of the right people to the right positions and retention of excellent human resources	Short-term-long-term	• Enhancement of Group collaboration, such as building an organization with Company employees and employees of overseas subsidiaries and conducting global workshops • Deployment of the right people to the right positions according to the purpose of organizational restructuring • Introduction of job-based personnel system based on job scope and roles
Opportunities related to the strengthening of human resource development and competency	Improvement of motivation and engagement by providing training and work opportunities that allow employees to feel a sense of growth	Short-term-long-term	• Provision of leadership programs and skills-related training tailored to the circumstances of each country • Provision of head office training program for emerging leaders across overseas subsidiaries, etc. • Expansion of locations for assignments in Japan and overseas for training that leads to employee growth • Provision of practical training for young employees recruited by the head office through assigning them to offices and operational sites in Japan and overseas
Opportunities related to the development of workplace environments and energizing of organizations	Development of workplace environments that allow the active participation of diverse human resources, energizing of organizations,	Short-term-long-term	• Establishment of the DE&I Policy • Commencement of study for conducting a global engagement survey • Implementation of initiatives for creating workplaces that respond to needs for maintaining and enhancing

	and encouragement of innovation		health and well-being • Continued implementation of measures to promote INPEX Values • Implementation of measures to promote DE&I through the newly established DE&I Unit

Risk Management
Metrics, Targets and Results

Risk Management

Please refer to Governance > Risk Management for details on overall sustainability risk management.

Metrics, Targets, and Results

Targets

Based on our Basic Policy on INPEX Human Resources Strategy, we have established metrics and targets related to the strengthening of engagement and promotion of diversity.

Results

Categories	Metrics	Targets (FY2030)	Results		
			FY2023	FY2024	FY2025
Strengthening of engagement [1]	Percentage of employees with high levels of engagement [2]	20% or higher	16.3%	17.1%	19.7%
	Psychological safety (deviation) [2]	50 or higher	51.5	51.9	52.4
Promotion of diversity	Percentage of women among new hires	30% or higher	25.5%	26.5%	32.7%
	Percentage of women in management positions	10% or higher	6.4%	7.7%	8.4%
	Female-to-male pay ratio	80% or higher	74.1%	73.6%	74.8%
	Percentage of male employees taking childcare leave [2]	100%	76.9%	68.1%	78.1%
	Employment rate of people with disabilities [2]	Statutory employment rate or higher	2.9%	3.0%	2.9%

* Figures include subsidiaries unless otherwise stated.

1 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.

2 These figures are not calculated for all Group companies and it is difficult to state the figures for the Group; therefore, the targets and results stated are for the reporting company (including employees seconded from the reporting company to other companies).

Key Initiatives to Make INPEX the Employer of Choice

Development of INPEX Values to Become the Employer of Choice

At the Group, we recognize that it is important to embody the INPEX Values formulated in 2014 as shared values for Group officers and employees. We conduct activities to promote these shared values, such as holding the Group-wide Values Awards, holding conferences for past award recipients, and conducting training programs for new graduates and mid-career hires.

In addition, we host regular psychological safety seminars, Open Offices (Direct dialogues between employees and President & CEO, Senior Executive Vice Presidents, and Senior Vice Presidents), and town hall meetings. We also foster communication through activities like team building exercises. Our aim is to build an organizational culture that encourages free and vigorous exchange of opinions and that encourages innovation, ultimately striving to become an "Employer of Choice" at a global level.

INPEX Values

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 Company employees and employees of 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 and experience and pursue best practices across the Group. A global HR meeting was conducted over a period of two days in December 2025 at the head office, with human resources personnel from 10 overseas sites taking part. Collaboration was deepened, with opinions exchanged on a variety of themes—such as our global human resources strategy, the strengthening of

engagement, and measures to promote DE&I—through group work and discussions.

We support human resource development by providing leadership programs and skills-related training tailored to the circumstances of each country. Our head office training program, designed for emerging leaders across overseas Group Companies and operations, aims to broaden their horizons and strengthen unity within the Group. This program hosted nine participants from Australia in FY2025.

Human Resource Development

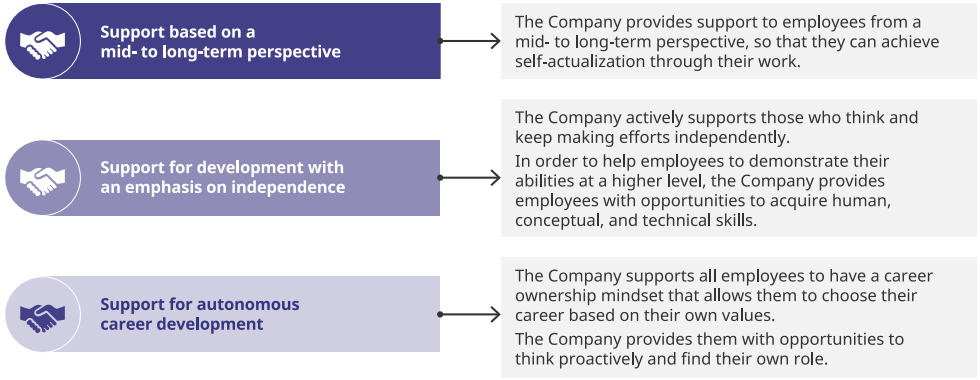
In line with our Basic Policy on INPEX Human Resources Strategy, we implement initiatives aimed at developing desired human resources and organizational culture, while supporting the medium- to long-term proactive and autonomous growth of our employees.

In addition to providing training in the knowledge and skills required for each job grade and managerial position, we also offer training for employees to acquire specialized business knowledge and skills for the energy industry. We also conduct training to develop global-level leaders. This includes programs focused on cultivating internationalism; leadership development programs for strengthening leadership; training for management capabilities to strengthen line management and maximize organizational capabilities; DE&I training to enable participants to work and produce results with a diverse workforce; and a selective leadership development program to select candidates for transformational next-generation leaders and facilitate their early appointment. Furthermore, to support autonomous career development, we conduct age-specific career workshops for employees to think about their own careers through self-reflection and career assessment, and we also implement a structure where we have a career support desk that can handle individual career consultations. 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 better performance and growth of participants and contribute to the long-term success and development of the organization as a whole.

In FY2025, the average training time per person for employees of INPEX [*1] and subsidiaries in Australia was 48.7 hours (subsidiaries in Australia had 1,368 employees, and the reporting scope covered the Company and its subsidiaries in Australia, representing more than 85% of employees). A total of 391 employees participated in our leadership development and related programs, including next-generation leader selection and development.

*1 INPEX CORPORATION employees (unconsolidated employees in Japan and seconded employees in Japan and overseas, excluding seconded employees from other companies)

Approach to Human Resource Development (extract from the employees' guidebook)



Human Resource Development for Young Employees

The first three years after joining the Company as new graduates are designated as a 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 FY2025, we provided new graduates 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. This training also equipped new graduates with the essential mindset and skills required in the workforce.

After the group training, alongside additional job category-specific development programs, we provide support measures to help new graduates adapt to their workplaces quickly and improve engagement. In the first year of employment, through pulse surveys specifically designed for new graduates, we continuously monitor their degree of satisfaction with communication, their physical and mental conditions, and other factors, while responding to employees who request meetings with the Human Resources Unit. We also provide continuous workplace adaptation assistance, including counseling sessions with external experts. During the first three years of employment, we also provide follow-up training for all job categories. Such training helps to encourage mutual understanding and strengthen solidarity by gathering employees in their year groups and providing them with opportunities to share their experiences after being assigned to their respective departments and reflect on their situation from various perspectives.

We also implement support and guidance systems led by veteran employees, with a mentoring system for technical employees as well as a trainer system for office workers and other job categories. At the same time, we implement human resource development measures tailored to job category-specific career plans.

Alongside these systems, we actively assign our young employees—both office workers and technical employees—to offices and operational sites in Japan and overseas to provide practical training. Through contact with different operations and environments, we encourage further growth and widening of internal and external networks, focusing on developing human resources capable of playing active roles across global operations.

In FY2025, besides five sites in Japan and overseas, we increased the locations for such assignments to include new overseas sites, such as London and Jakarta, as well as Akita Field Office and the domestic sites of INPEX PIPELINE (JAPAN) CO., LTD., where approximately 90 young employees deepened their expertise through work experience.

In addition to the above initiatives, we develop young technical employees using developmental pathways called "Skill Map" system starting from their third year. Our objective is for them to develop their own areas of specialization by their sixth year, and we provide medium- to long-term development opportunities to foster skilled and autonomous engineers capable of working collaboratively with engineers from other fields.

HSE Primary Training in Malaysia for technical employees

Support for 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 desire to learn. This includes personal development support programs and business knowledge training (free choice of e-learning courses). Our personal development support programs for employees, including fixed-term and contract 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 FY2025, 378 employees participated in these programs.

We conduct career workshops and interviews as initiatives for age-specific career support. Career workshops are conducted 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. Interviews are conducted for employees aged 55 years to provide them with opportunities to think about both their current and future careers with a view to statutory retirement and beyond.

Furthermore, 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 as a tool to help them think about their careers. We also continuously monitor career awareness through a self-declaration system, one-on-one meetings, and other measures, while implementing initiatives to encourage and enhance career development.

Selective Development of Next-generation Leaders

In FY2021, we launched the Breakthrough Leaders Program (BLP) [*2], a selective next-generation leader development program for non-managerial employees designed to identify and develop, at an early stage, transformational leaders with Group-wide, cross-organizational perspectives who can create new value at evolving business sites. Entering the fifth year since the launch of BLP, six participants have been appointed as new managers at an early stage. In FY2022, we launched the Advanced Leaders Program (ALP) [*3] for executives. ALP is now in its fourth year, and so far, three participants have been appointed to general manager or equivalent positions at an early stage. Both ALP and BLP are selective programs open to employees who are determined to play key roles at the Company and aspire to improve the Company by leading its organizations. Participants self-nominate, and we select those most likely to be motivated and proactive next-generation leaders.

*2 A program lasting up to five years and tailored to the experiences of each selected employee to accelerate their development and facilitate their early appointment 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

*3 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 and Management Training Programs

We incorporate content designed to deepen understanding of the expected roles and leadership required at each level, as well as to develop capabilities, into our leadership development program for non-managerial employees to enhance their motivation for personal growth and proactive execution of their duties. After appointment to executive positions, we provide group training programs, including new executive training in scenario planning and business planning as well as new general manager training in vision-making, and all eligible executives attended these programs. For managers, in FY2025, we introduced a MGR (Manager) Cycle training program that spans across the entire fiscal year for managers—both new and existing—to acquire the necessary knowledge. Every other month, we hold common classes to reinforce their mindsets as managers and theme-specific classes that allow different knowledge to be learned each time. Newly appointed managers can attend the earliest available class. We also offer selective modules for learning skills necessary for people management, such as active listening and coaching. In FY2023, we began a 360-degree feedback program for all members of senior 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 are actively promoting the reskilling of our employees in digital technologies to strengthen workforce performance and fully leverage digital technology as stated in Vision 2035. In FY2025, we established the INPEX Digital Academy, which centralizes our learning initiatives, to systematically provide basic training on Microsoft 365 as well as AIR, a set of awareness and training content (short content, sharing of use cases, etc.) that seeks to enable generative AI to be used naturally like air in work. Furthermore, centered on online lessons, we provide training on digital literacy topics

such as data, AI, and programming, and we are also expanding learning opportunities. These opportunities include business skills—such as presentation, logical thinking, leadership, and English—and conversational content for thinking about one's career. We have also launched a digital ambassador system, soliciting willing employees, to promote the use of digital technologies in solving frontline operational issues. In addition, we will continue to pursue greater sophistication and efficiency of operations and develop a digital culture by encouraging the use of the latest AI through Group-wide events and seminars for sites, among others, and improving literacy for safe use, including ethics, risks, and governance.

Personnel Evaluation and Assignments

At the core of our approach to human resources management is a commitment to fairness in our 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 personnel evaluations annually along two axes: work target evaluations (target management) and work behavior evaluations (competencies). Accordingly, we disclose the evaluation process and criteria to employees to ensure transparency and fairness. By ensuring well-balanced evaluations and treatment, we connect achievement of performance targets for the organization with the growth of individuals.

Work targets are set based on the employees' organizational targets. Each employee develops a draft of their own targets, then works with their supervisor to align organizational targets with their own intrinsic motivation. During this year, through agile communication such as one-on-one meetings with supervisors, issues, progress, and achievements are shared in real time and timely feedback and consultations are provided to flexibly and effectively advance the evaluation process and human resource development.

Regarding personnel assignments, we are working to prevent rigidity in assignments, dependency on individuals, and reduction in opportunities for promotion by regularly reviewing executive positions, succession plans, and talents in each division and introducing a term limit system for line management positions.

Employees are encouraged to declare their job and division preferences, to help their managers better understand their career outlook. While we had previously conducted this process annually, in FY2024 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 managers to encourage dialogue that leads to medium- to long-term career development. In addition, we provide opportunities for employees to pursue their own career paths through an internal job posting system and internal side-job system. This leads to more appropriate personnel assignments 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.

Improvement of Working Environments

Based on the INPEX Group Human Rights Policy, all of our sites respect fair working hours as a workers' right and clearly state their commitment toward compliance. Regarding working hours, we respect the Hours of Work (Industry) Convention of the International Labour Organization as well as internationally recognized standards, and we manage normal working hours so that they do not exceed 48 hours per week in principle.
Overtime work is performed based on the employee's consent, and when it is performed, premium pay is provided to all eligible employees according to their employment status. Furthermore, stemming from the approach of equal pay (fair treatment for labor of the same value), we apply a fair compensation system that does not discriminate based on gender and other attributes, and set wages at a level that exceeds the living wage at each site. We also regularly monitor and review the female-to-male pay ratio. In addition to these initiatives, we conduct an annual survey of employees to monitor working environments to ensure there are no human rights violations such as harassment. Please refer to Safety for details on our initiatives related to workplace occupational safety.

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 (occupational 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 toward a peaceful and amicable resolution.
Furthermore, since the formation of the Union in FY2008, there have been no grievance cases.

Promotion of DE&I

We believe that the participation of diverse employees is essential for us to sustainably grow our business in a rapidly changing environment. To further promote diversity, equity, and inclusion (DE&I), we established a new dedicated department in April 2025. In November 2025, we held our first Group-wide event "Diversity Month," bringing in various internal and external stakeholders under the theme "Taking ownership of diversity" and holding a variety of DE&I-related events that saw the participation of approximately 600 employees.

We particularly enhanced our inclusive leadership training in FY2025. This training provides an understanding of the privileges of the majority and unconscious assumptions in organizations as well as knowledge for managers to manage diverse team members. The experiential workshop "Barrier-freeRestaurant" also uses disability as a starting point to deepen awareness about unconscious bias and privileges and encourage mutual understanding.

DE&I Policy

In February 2025, we established our DE&I Policy, positioning the promotion of DE&I as crucial to becoming an "Employer of Choice"

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.

The President & CEO has final responsibility for supervision over this policy and its initiatives in general. From the perspective of ensuring the effectiveness of this policy, the President & CEO carries out continuous monitoring, such as receiving regular reports about the progress of key measures and giving instructions and advice as necessary.

Promotion of Women's Empowerment

In line with our DE&I Policy, we established our Policy and Commitment on Promoting Women's Empowerment. We are intent on creating an environment that enables women to showcase their full potential, but we also recognize there is still uneven representation of women across job categories and their underrepresentation in

managerial roles. To address this issue, we are advancing various initiatives centered on long-term career development support and leadership development for female employees.

In FY2025, we joined the 30% Club Japan, which aims to boost the number of female members of the Board of Directors and women in corporate leadership positions. Through participation in this organization, we aim to steadily advance the realization of gender equality and become a frontrunner in promoting women's advancement within the energy industry by proactively implementing measures for this target.

In our recruitment activities, through both new graduates and mid-career hires, we continue to implement measures toward growing our number of female employees and expanding the number of female applicants. Together with proactively securing human resources capable of becoming female managers in the future, we help new hires adapt quickly to the workplace by providing them with onboarding support and learning opportunities.
In our leadership development initiatives for female employees, besides encouraging participation in leadership programs, in FY2025, we started having our female employees participate in an external mentoring program to continuously strengthen their capabilities as next-generation leaders. We also organize exchanges and roundtable discussions internally for them to share experiences and issues with each other, and jointly hold such sessions with other companies, encouraging mutual empowerment and helping to expand networks and growth opportunities.

To create workplace environments where female employees can continue to build their careers and play active roles, it is essential that the burden of household responsibilities, including childcare, is not disproportionately borne by any particular gender. Therefore, we continue to support the taking of childcare leave by male employees as an important measure for supporting female employees in developing their careers and returning to the workplace. At the same time, through having a range of work-life balance support systems tailored for a variety of life events, including childcare and nursing care, we promote the creation of organizations where all employees—including female employees—can continue to play active roles.

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 toward LGBTQ+ within our workforce, we embarked on various initiatives in FY2017, including an internal training program for officers and employees. We launched the INPEX LGBT ALLY [*4] program by employee volunteers in FY2019. We continue to undertake initiatives in this area, such as inviting a member of the transgender community for a talk session during FY2025's Diversity Month.
We started revising Company systems in FY2020, putting in place arrangements for business travel, same-sex partners, and the use of aliases. We also established internal and external consultation desks and put systems in place to allow LGBTQ+ employees to fully demonstrate their abilities at work.

Besides these ongoing initiatives, in FY2025, we received a Gold award in the PRIDE Index that evaluates initiatives in the workplace related to LGBTQ+ and sexual minorities for our participation in the LGBT-Ally Project—an external community formed by ally companies—and other initiatives such as providing e-learning for all employees.

*4 Ally refers to a supporter and person who understands related issues.

Employment of Foreign Nationals

We actively employ foreign nationals as we believe diversity brings vitality to workplace environments. Mainly, we provide support for foreign employees, in particular those who normally use English in their daily work, to minimize the challenges they may experience in living and working in Japan. We provide relocation support when they relocate to Japan, prepare intranet postings and documents in both Japanese and English, and offer Japanese-language lessons with an external teacher, with the aim of creating working environments where they can work comfortably. Furthermore, during Diversity Month in FY2025, we conducted a roundtable discussion for foreign employees and exchanged opinions regarding our working environments and DE&I promotion and shared the discussion widely on our intranet. We encourage inclusion by building workplace environments and interpersonal relationships with mutual respect and recognition that goes beyond nationality, and implement continuous initiatives that allow individuals to contribute to business.

Initiatives for the Empowerment of Senior Employees

To support the autonomous career development of our senior employees, we conduct career workshops for employees aged 50 years. They 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 offering career consultations by career consultants for employees aged 55 years to help them think about their career vision and actions toward the milestone age of 60.

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

Employment of People with Disabilities

We are proactive in recruiting people with disabilities, taking into consideration the nature of the work and workplace environments. In FY2025 (as of December 31, 2025), we have employed 48 people with disabilities in Japan, representing 2.9% of our domestic workforce and remaining above the statutory employment rate. Through the use of our work-from-home system, flextime work system (with no core time), and the promotion of digital transformation (DX) such as the use of speech-to-text software, we continuously improve our workplace environments and working environments. We also conduct post-recruitment onboarding (follow-up toward adapting to the workplace) to create environments where employees, regardless of disabilities, can work with peace of mind.

Promotion of Work-life Balance

In accordance with our 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, we introduced a Group-wide flextime work system (with no core time), as well as a work-from-home system for office-based employees and employees who need it for reasons such as childcare and nursing-care responsibilities, enabling flexible work styles.

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 communicate with the employee to understand the situation, jointly

identify problems, and devise strategies to address these problems.

Support for Childcare and Nursing Care

For childcare-related initiatives, we actively work to create environments that support employees in balancing work and childcare, implementing various support systems. 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 [*5]. We also provide payment of salary during sick/injured childcare leave or nursing-care leave for up to five days per eligible family member [*6], which is also 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 working hours program with flextime.

In addition to these system-related initiatives, we conduct seminars regarding balancing work and childcare, and hold thematic roundtable discussions for employees, including employees on childcare leave just before returning to work, male employees who have taken childcare leave, and employees with children who have yet to enter elementary school. We also provide opportunities for sharing the senior management's messages of encouragement offered in-person to employees who return from childcare leave. Through such initiatives, we implement measures for fostering positive attitudes to reduce worries about balancing childcare and gaining understanding from colleagues and workplaces. We also encourage male employees to participate in parenting, sharing experiences of male employees who have taken childcare leave and information on how the system works. As a result of these efforts, there is a growing trend in the percentage of male employees taking childcare leave. We also extended the eligibility for shortened working hours until an employee's child graduates from elementary school, and 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 and employees with children.
Factors such as the increasing number of dual-income families have resulted in the diversification of overseas assignments. Therefore, we introduced a childcare support system in April 2025 for employees stationed overseas who bring only their children with them, supporting their continued career development in their overseas location and reducing the burden of childcare.

We also support our employees in developing their skills by allowing them to use the self-development support system even while they are on leave.

To further assist employees with childcare responsibilities, 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, and we also 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.
Furthermore, in FY2026, we plan to introduce an external concierge service that supports employees in looking for nursery schools to better help them balance work and childcare.

We are also strengthening our support for balancing work and nursing-care responsibilities. We offer 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, allowing employees to take nursing-care leave even for purposes such as accompanying their elderly parents to the hospital or assisting in their daily lives. In FY2025, we introduced an external consultation desk that allows employees to consult experts regarding nursing care for the elderly, establishing an environment where they can balance work and nursing-care responsibilities with better peace of mind. In FY2025, via our intranet, we also released a guidebook consolidating internal and external systems that can be used for nursing care. Across the Company, we are working to improve literacy regarding nursing care through initiatives such as organizing virtual reality seminars that allow participants to experience the perspectives of dementia patients.

Besides our existing support for employees on leave for childcare or nursing care, we also established a new Childcare and Nursing Care Work Substitution Allowance in April 2025, provided to employees who substitute for colleagues on childcare and nursing-care leave. This allowance helps to reduce the psychological burden on those around employees who choose to take leave for childcare or nursing care and is also positively perceived internally.

*5 Any employee who has been in employment for more than one year can take childcare leave, regardless of gender. The public employment security office pays 67% (or 50% when a certain period is exceeded) of regular monthly salary as childcare allowance. In addition, as our own support, we go beyond the legal requirement and pay 20% of an employee's salary—within the stipulated standard—during childcare leave until the child is one year old as a benefit for non-occupational injury or maternity/childcare leave.

*6 A maximum of 10 days if there are two or more eligible family members

KENKO Investment for Health

INPEX Group Health Statement

We believe the mental and physical health of all employees is the core of the Group, 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 implements various measures to 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 which maximizes the potential of all employees; and employees should proactively maintain a physically and mentally healthy lifestyle.

Operational Structure of KENKO Investment for Health

Under the leadership of the President & CEO as Chief Health Officer, we are working with the INPEX 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 KENKO Investment for Health Committee (Committee inauguration date: September 26, 2018).

The Committee meets regularly, at least once a year, and seeks collaboration with personnel in charge at each office, safety and health committees, and partner medical institutions. Based on the INPEX KENKO Investment for Health Strategy Map developed in FY2022 from a medium- to long-term perspective, the Committee discusses key annual measures while working to understand health issues and validate the effects of each measure. Through continuous initiatives driven by the PDCA cycle, we are strategically advancing KENKO Investment for Health on a Group-wide basis.

KENKO Investment for Health Committee

<table>
<tr><th colspan="5">Health Management Committee</th></tr>
<tr><td></td><td>(Vice-chair)</td><td>(Chair)</td><td>(Vice-chair)</td><td></td></tr>
<tr><td rowspan="3">(Members)
13</td><td>Director in Charge of HSE</td><td>Head of General Administration Division</td><td>Head of Corporate Strategy & Planning Division</td><td>Head of Domestic Projects Division</td></tr>
<tr><td>General Manager, HSE Unit</td><td>General Manager, Human Resources Unit</td><td>General Manager, Corporate Strategy & Planning Unit</td><td>Head Office Medical Officer</td></tr>
<tr><td>Labor Union
(2 members)</td><td>Health Insurance Union
(2 members)</td><td>INPEX JAPAN, LTD.</td><td></td></tr>
<tr><td>(Secretriat)</td><td>Human Resource Unit, HR Strategy & Planning Group</td><td></td><td></td><td></td></tr>
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Agenda Items

- Issues relating to employee health and required countermeasures
- Groundwork for KENKO Investment for Health, steps to improve workplace environments
- 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

At the Group, based on the INPEX Group Health Statement, we maintain and improve the physical and mental health of employees and their families, create workplace environments 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 subsidiary.

We strive to prevent lifestyle-related diseases by supporting employees in understanding the results of health checks through measures such as workplace health checks, comprehensive 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 conduct regular online health seminars to improve health literacy and provide health apps, among other means, to implement measures and provide information that employees can use in their daily lives. In addition, to maintain and improve mental and physical health through sports, we continuously support employees' motivation to exercise by offering financial assistance for various Company club activities, organizing walking campaigns and physical fitness tests, and offering subsidies for gym expenses. Since FY2024, we have been consecutively certified under the Sports Yell Company program.

A physical fitness test

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 maintains a high level of health awareness and can work in good mental and physical health.

Initiatives for Mental Health

At the Group, we see 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 the results back to each organization and encourage improvements to create more conducive

workplaces. Through these surveys, we confirm factors such as job satisfaction (external motivation), sense of purpose (internal motivation), the state of having a sense of happiness regarding work and the ease of working, and the state of stress. 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, we allow supervisors to view the responses, visualizing the state of organizations and individuals in a timely manner to improve organizational issues and follow up with individuals.

For those with mental health issues, the primary physician, medical officers, public health nurse, the Human Resources Unit, 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 graduates during their orientation training, offer an external employee assistance program 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 senior employees 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 employees stationed overseas and their families, we also require them to undergo annual health checks while on assignment to regularly check their state of health. Furthermore, we have a structure 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 antibody testing and vaccination as measures to prevent measles and rubella. For employees stationed overseas and their families, our efforts include providing them with vaccinations against various infectious diseases, information on the risk of infectious diseases (such as malaria, Zika virus, HIV, and tuberculosis) and other overseas medical risks, and information on medical care in their countries of assignment to alleviate their concerns about infectious diseases and maintain their health on assignment.

Furthermore, we strive to create working environments that enable employees with cancer or other illnesses to balance treatment and work commitments. This is achieved through our paid sick leave system and flexibility in workstyles (extension of shortened working hours, shortened flextime work system, and selection of 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 measure for health issues unique to female employees.

Results of Initiatives for KENKO Investment for Health

FY2025 Results

KENKO Investment for Health Committee Meetings

- Held two meetings (June 26 and November 20, 2025)

Major Initiatives for KENKO Investment for Health

- Implemented measures to improve the rate of participation in specified health guidance
- Implemented measures to prevent measles and rubella (antibody testing and vaccination)
- Conducted a cancer screening event targeting female employees
- Conducted a Group-wide walking campaign
- Prohibited smoking during working hours for two days each week as a measure against smoking

Status and Verification of Effectiveness of Initiatives for KENKO Investment for Health

Boundary		FY 2022	FY 2023	FY 2024
Promotion of health actions	Participation rate in online health seminars (from FY2022)	11.6%	12.0%	8.2%
Prevention of lifestyle-related diseases and their aggravation	Participation rate in specified health guidance	30.7%	26.2%	78.9%
	Participation rate in periodic health checks	100.0 %	100.0 %	100.0 %
	Participation rate in follow-up health checks	83.7%	72.5%	69.2%
	Participation rate in health checks for employees stationed overseas during temporary return to Japan	60.2%	69.2%	68.9%
	Number of applications for financial assistance for cancer screening	19	33	33
	Number of sick leave cases (from FY2022)	11	95	114
	Number of employees who took sick leave	1	4	4
	Percentage of employees who smoke	16.6%	21.8%	17.0%
	Percentage of employees who maintain appropriate weight	68.4%	63.3%	68.1%
	Percentage of employees who regularly exercise	29.2%	31.7%	32.0%
	Percentage of employees who feel sufficiently rested after sleep	77.5%	72.9%	79.4%
	Percentage of employees who regularly consume alcohol	18.6%	24.1%	22.7%
	Percentage of employees with blood pressure risk	0.4%	0.5%	0.3%
	Percentage of employees with potential risk related to blood sugar level	0.5%	0.4%	0.2%
	Percentage of employees with poorly controlled diabetes	0.6%	1.3%	0.8%
Measures for mental health	Participation rate in self-checks	17.5%	16.1%	15.1%
	Participation rate in seminars regarding care by management or self-care	-	84.6%	68.9%
	Participation rate in stress check (organizational diagnosis) [1]	93.1%	93.1%	90.4%
	Stress reaction (deviation)	50.6	50.8	51.4
	Work engagement (deviation) [2]	52.7	52.5	53.4
	Percentage of employees with high levels of stress	6.3%	6.5%	5.6%
	Percentage of employees with high levels of engagement	15.8%	16.3%	17.1%
	Psychological safety (deviation)	50.9	51.5	51.9
	Number of absenteeism days [3]	0.9	2.0	1.7
	Score of presenteeism [4]	65.4	64.7	74.6
	Number of employees on long-term absence/leave due to mental issues	16	23	14
	Number of cases received by	201	254	269

	various consultation desks			
Promotion of work-life balance	Average hours of overtime work	21.9	21.0	20.0
	Total number of employees with more than 45 hours of overtime work in a month	1,654	1,131	950
	Total number of employees with more than 80 hours of overtime work in a month	82	26	17
	Rate of taking leave	71.8%	74.0%	75.0%
	Implementation rate of team building [5]	48.4%	77.0%	76.0%
	Utilization rate of financial assistance for various club activities	62.8%	54.0%	60.0%
	Utilization rate of cafeteria plan [6]	56.4%	85.6%	92.0%

1 Participation rate in 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.
FY2022: 1,741/1,870; FY2023: 1,738/1,865; FY2024: 1,759 /1,945

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 Number of absenteeism days is the average number of days of paid sick leave (including absences) used in the fiscal year in question among all employees.

4 Score of 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 implementation rate of one-on-one meetings before the strategy map was revised.

6 The figure for FY2022 shows the utilization rate of outsourced welfare services before the system was revised.

List of Other Initiatives 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 the prevention of 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

Recruitment of Athlete Employees

We started recruiting athlete employees in FY2024 to foster a greater sense of unity. While collectively supporting our athlete employees aiming for the world's highest sporting accolades, we also conduct various events such as sports classes by our athlete employees. Through these initiatives, we deepen interactions with our employees and their families, and further strengthen our sense of unity across the Group.

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 gyms 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 (59% Participation)

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

Free-choice Defined Contribution Plans (82% 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 supported in balancing work and medical treatment for serious illnesses such as cancer and intractable diseases designated by the government through flexible work arrangements tailored to their treatment needs.

Human Rights

Respect for Human Rights

Management Structure for Human Rights

INPEX's governance structure for human rights is detailed in Sustainability Structure under the heading of Governance.

Human Rights Initiatives

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 in which 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 outline the principles that our officers and employees should comply with, including respect for the human rights of individuals in the countries in which we operate.

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 Compliance Structure for details on the Committee. In addition, efforts to respect human rights in business activities are addressed on a cross-organizational basis by multiple relevant corporate and other divisions.

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 conduct human rights due diligence and request understanding and cooperation from all partners and suppliers associated with our business activities in the countries and regions in which we operate, striving to ensure thorough awareness and compliance.

To ensure thorough implementation of these human rights initiatives, our Corporate Strategy & Planning Unit and Compliance Unit plan and conduct human rights due diligence in cooperation with the Supply Chain Unit and other divisions.

Individual Policies

At the Group, we give due consideration to the human rights of all stakeholders across the value chain of our business activities.

Response to Modern Slavery and Human Trafficking

At the Group, pursuant to the United Kingdom Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018, we annually publish statements on our efforts to prevent labor exploitation and human trafficking in our own operations and among our suppliers, working to prevent human rights violations in our supply chain. Furthermore, to comply with the Norwegian Transparency Act, which came into effect in 2022, we have conducted due diligence regarding human rights and working conditions on an annual basis since FY2022 and have disclosed reports on our due diligence activities. Please refer to Modern Slavery Act Statement for details.

Prevention of Child Labor

The Business Principles and INPEX Group Human Rights Policy explicitly state that we do not cause children to work and do not tolerate child labor. We ensure this through age verification of workers and other efforts across all business activities. Through human rights due diligence, we identify and assess the risks of child labor and work to develop and operate mechanisms for taking necessary corrective measures and providing remedies.

We also explicitly prohibit child labor in the Supplier Code of Conduct and the Supplier Code of Conduct Guidelines, and request that suppliers put these policies into practice.

In addition, we have established next-generation development as one of the pillars of our Basic Policy on Social Contribution Activities, and provide support for developing the next generation in the areas in which we operate. Please refer to Contribution Activities in Various Countries for details.

Dialogue with Security Companies

We reflect the principles on security and human rights set out in the Voluntary Principles on Security and Human Rights (VPSHR) in the areas in which the Group operates. We assess and manage social and human rights risks arising from security based on internal regulations.

In Indonesia, we use a private security company and carry out regular monitoring and assessment of security-related KPIs.
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 facilitated an exchange of opinions among participants on matters such as good practices.

Human Rights Training for Officers and Employees

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 established the INPEX Group Human Rights Policy and conducted human rights training for all officers and employees.

Since then, the Corporate Strategy & Planning Unit has continued to provide human rights training every year for newly hired employees. The training aims to build understanding of our corporate ethics and raise awareness of the INPEX Group Human Rights Policy, while also covering compliance with international human rights principles, including the United Nations Guiding Principles on Business and Human Rights.

We also emphasize respect for human rights in each of our human resources training programs. We conduct training related to the handling of whistleblowing and harassment prevention each year, highlighting the importance of treating others with integrity, respect, and fairness. Please refer to Initiatives Toward Promoting Compliance for details.

Respect for the Rights of Indigenous Peoples and Local Communities

We identify, map, and actively communicate with stakeholders around our project sites from the initial stage of a project to respect the rights of indigenous peoples and local Communities. In our environmental and social impact assessments, in particular, we engage with local communities and indigenous peoples and maintain ongoing dialogue with them in accordance with the Performance Standards established by the International Finance Corporation, which are global environmental and social guidelines.

Specifically, to avoid negative impacts on local communities, we organize an assessment team and assess the following items.

- **Relocation of residents**: Briefings to residents on relocation and compensation for projects involving involuntary resettlement of residents; agreement before relocation; restoration of livelihoods 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.

Response to Feedback from Stakeholders

Establishment of Various Inquiry and Grievance Mechanisms

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

Various Inquiry and Grievance

Contact Points	Scope
Whistleblowing contact point	Officers and employees of the Group (including former employees within 1 year of leaving the Group)
Whistleblowing contact point 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 the Whistleblowing Contact Point

In terms of the whistleblowing contact point, we have established a helpline for receiving all reports and consultations, including those related to compliance matters such as discrimination, human rights, and harassment, in both 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 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. To accommodate whistleblowers in a wide range of circumstances, methods such as email, telephone, and letter can be used.

Please refer to Response to Whistleblower Reports for details on protections for whistleblower privacy and post-reporting procedures.

Establishment and Operation of the Whistleblowing Contact Point for External Stakeholders

We recognize grievances may arise from external stakeholders in relation to the Group's 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.

Response Process

1. Acceptance

All operational organizations accept a wide range of feedback, including on social and environmental matters, through multiple channels suited to each region and business. These include telephone, email, letter, and face-to-face dialogue with office representatives. All information received is properly managed with due care for personal data protection and confidentiality obligations.

2. Initial Assessment and Investigation

After receiving a report, we assess the magnitude of its impact on the complainant and other stakeholders. As needed, we conduct investigations with an emphasis on fairness and objectivity, including fact-finding, interviews with relevant departments and parties, and on-site inspections.

3. Response and Remediation

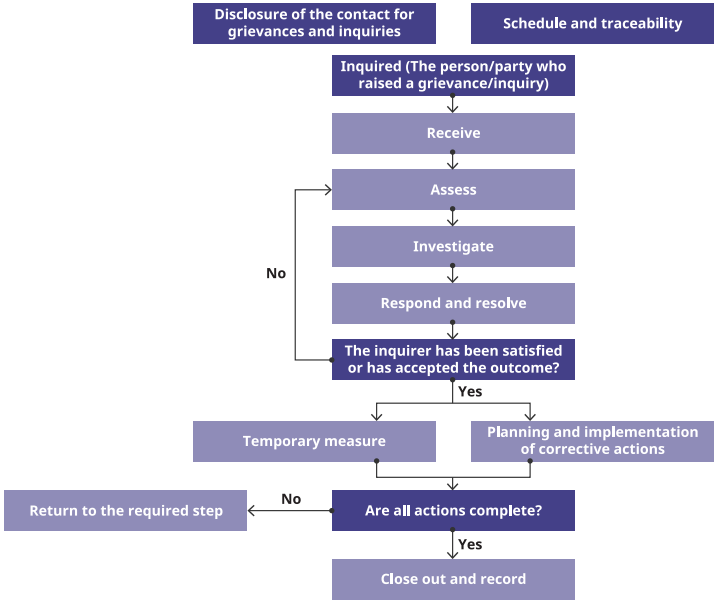
Based on the initial assessment and investigation results, we consider and implement appropriate response measures. If harm or disadvantage has occurred, we take remedial action, including corrective measures and measures to prevent recurrence. When a matter is urgent, we implement response measures even while the investigation is still underway.

4. Management and Recordkeeping of Grievances

We explain the outcome of the response to the complainant and confirm whether they understand and accept the outcome. Once all responses are complete, we close the case. Feedback received, response details, and lessons learned are recorded and used to monitor feedback trends. 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 operational sites during FY2025.

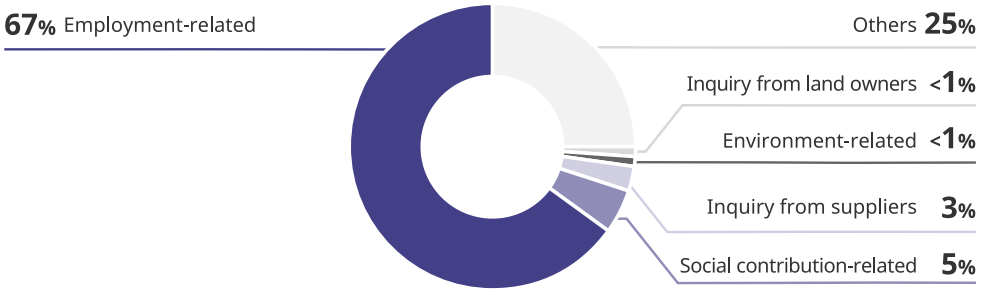
Example of the Process for Responding to Grievances and Inquiries



Feedback from Local Communities

Below is the breakdown of inquiries and feedback from local residents received during FY2025, in line with our procedures for responding to external stakeholders, at sites in which the Group operates as the project operator.

Breakdown of Inquiries and Feedback from Local Communities in FY2025



Case Study: Grievances and Responses

As an example of a grievance, during construction of our Kashiwazaki Hydrogen Park, local residents complained about traffic congestion caused by vehicles waiting to turn right to enter the site. We responded by establishing a rule prohibiting right turns for entry, which helped alleviate the congestion. At the Nagaoka Field Office, snow piled up by a contractor we had engaged blocked part of a farm road. We contacted the contractor and incorporated the issue into the work specifications to prevent similar incidents from occurring.

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 employees stationed 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 employees with the Company (the head office Human Resources Unit and overseas offices) to address problems and make improvements.

Engagement with Local Communities

As of the end of FY2025, consultations with local communities have been conducted for 100% of the 42 production/operation projects in which we hold interests (including 26 oil and natural gas projects) as well as all 12 development/construction projects (including 3 oil and natural gas projects). The projects where we serve as the operator are listed below:

Production Assets / Operating Sites

Oil and Natural Gas Business

- Ichthys LNG Project (Australia)
- Naoetsu LNG Receiving Terminal and pipeline network (Japan)
- Minami Nagaoka Gas Field (Japan)
- Naruto Gas Field (Japan)
- Yabase Oil Field (Japan)

Other Businesses

- INPEX Mega Solar Joetsu (Japan)

Development/Construction Projects

Oil and Natural Gas Business

- Abadi LNG Project (Indonesia)

Other Businesses

- Katatsumuri Yama Power Plant Geothermal Power Project (Japan)
- Nagaoka Methanation Demonstration Project (Japan)
- Kashiwazaki integrated blue hydrogen and ammonia production and utilization demonstration test project (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 have established contact points for local communities at the Group's operational sites in Japan (Niigata, Minamiaga, Nagaoka, Kashiwazaki, Joetsu, Akita, and Chiba) and engage in dialogue with stakeholders in the areas where we operate.

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 local residents of Nagaoka, we contribute to environmental conservation through a semiannual reforestation project. Furthermore, the Naoetsu LNG Terminal—the core facility of the Group's gas supply chain and the receiving terminal for LNG shipped from the Ichthys LNG Project 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 the 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 the land to its original condition, obtain the landowners' consent, and return the land to the landowners.

In the survey and design work for the Metropolitan Area CCS Project currently underway, we will continue our review as we work toward a commercialization decision by providing briefings to local governments as well as residents, companies, and landowners along the planned project route, and incorporating their feedback into the design as needed. We have also launched an official website of the Metropolitan Area CCS Project and created videos introducing the project, covering its overview, the CCS process, and safety considerations. Through these efforts, we are actively disclosing information and accepting a wide range of opinions and questions about the project via an online inquiry form.

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
- Proactive communication on issues and impacts
- Easily accessible information
- Consistent, timely, and responsive communication
- Continuous monitoring and improvement

We draw insights from our engagement activities to help guide the Group's 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.

We also publish a toll-free phone number, email address, and inquiries form on our website and through other channels for local community members to provide feedback on our activities. In FY2025, we received 733 inquiries, a significant increase compared with 583 in the previous year. Most inquiries received to employment opportunities (22% from Australian residents, 51% from overseas job seekers).

Kimberley Community Update - July 2025

Kimberley Community Update - Dec 2025

Community Engagement in the Northern Territory 2025

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 other stakeholders directly impacted by the project operations, but also NGOs and the central, provincial, and local governments. As part of this commitment, we assign employees who were raised in the areas surrounding the project site to the operational site. This enables them to directly support our efforts to maintain active dialogue with those local communities.

Regarding the environmental and social impact assessments 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 the 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 in each process of the environmental and social impact assessments is summarized as follows.

Stakeholder Engagement in Each Process of the Environmental and Social Impact Assessments

FY	Processes	Stakeholder-related Initiatives
2018	**Identification of stakeholders**	• Identified a wide array of stakeholders in the project and created a stakeholder map
2019	**Development of SECP**	• Identified requirements for the AMDAL and stakeholder engagement as stipulated in the Performance Standards of the IFC • Developed a SECP to comprehensively manage the requirements above
	Implementation of AMDAL public consultations	• Held AMDAL public consultations in the project site areas 8 times in August 2019 at the provincial, district, and village levels, with a total of 1,117 participants. The project overview and major environmental and social impacts were explained in Indonesian, the official language, and the participants' concerns and opinions regarding the project were heard.
	Development of KA-ANDAL	• Developed Terms of Reference (KA-ANDAL) for environmental and social impact assessments that take into consideration local communities' concerns identified in the public consultations above
	Baseline survey	• Conducted surveys through face-to-face dialogue —including through focus group discussions, household surveys, and key informant interviews —to understand the current situation of the affected local communities
2020-2021	**Impact assessments**	• Assessed the potential impacts on affected local communities during construction and operation phases, and conducted the impact assessments related to local communities' concerns
2022-	**Development of environmental management and monitoring plans**	• Developed environmental management and monitoring plans based on the results of the impact assessments above • 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, residents, and NGOs)
2023	**Expansion of assessment applicability**	• As a result of dialogue with Indonesia's Southwest Maluku Regency, which is adjacent to the project site area, and with its residents, added the regency to the list of areas subject to environmental and social impact assessments
2024	**Finalization of AMDAL documents**	• Held AMDAL Commission Evaluation Meeting again, received new comments from local stakeholders, and finalized AMDAL documents

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. This due diligence is carried out in line with the INPEX Group Human Rights Policy, and covers both projects where we serve as operator and projects where we participate as non-operator. This includes joint venture projects in which we participate. We also cover suppliers with significant monetary impacts, based on the human rights risks associated with our business activities. When entering new projects, we also assess human rights risks through the INPEX Value Assurance System (IVAS) Committee.

In FY2024, with the cooperation of external experts, we conducted an assessment of human rights risks across our entire value chain, expanding the scope to include both our oil and gas business and our renewable energy business.

Desktop Assessment

We identified human rights issues by reviewing the documents of survey institutions such as the Sustainability Accounting Standards Board (SASB) and the Organization for Economic Co-operation and Development (OECD), international norms, various guidelines, and industry-related literature. When identifying risks across our businesses, our scope covered stakeholders who may be affected along our value chain, from exploration and appraisal, development preparation and development, production, to transportation and sales. These stakeholders include 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 as a priority.

Human Rights Risk Assessments 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 experts in our assessments.

Assessment of Severity

We assessed the severity of cases related to human rights issues based on the following three items:

1. Scale (Gravity of the impact on the human rights)
2. Scope (Number of individuals affected)
3. Irremediability (Ease of restoring rights)

Assessment of Likelihood

We assessed likelihood based on country- and sector-specific risks (risk assessment based on external data), frequency taking into consideration the past occurrences related to human rights issues, and the vulnerability of management systems management system

Implementation of Survey

We conducted a survey on the vulnerability of management systems management systemand past occurrences related to each human rights issue and used the results to assess human rights risks.

Survey Scope

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

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

Assessment of Vulnerability of management systems

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

Assessment of Actual Cases

For each surveyed entity, we reviewed whether there had been any actual occurrences of human rights violations related to the identified human rights issues.
If such cases existed, we used them to inform human rights risks as factors for consideration in assessing severity and likelihood, after taking into account their details and the adequacy of response measures.

Salient Human Rights Issues Identified through Human Rights Due Diligence

Based on the assessment of actual and potential human rights risks across our value chain, the following human rights issues have been identified as salient human rights issues requiring priority attention.

Human Rights Issues in Oil and Natural Gas Business	Human Rights Issues in Renewable Energy Business
• Thorough procurement practices (business partner management) • Forced labor • Occupational health and safety • Appropriate work environment (including access to water) • Wages (right to an adequate standard of living) • Freedom of association and right to collective bargaining • Rights of indigenous peoples and local residents • Responsible security management	• Non-complicity in human rights violations, compliance, social security, and fair competition • Thorough procurement practices (business partner management) • Child labor • Forced labor • Occupational health and safety • Wages (right to an adequate standard of living) • Freedom of association and right to collective bargaining • Rights of indigenous peoples and local residents

We also investigated other areas of human rights risks—such as prohibition of discrimination and equality under the law, working hours, human trafficking, equal pay for equal work, 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.

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

Response to Human Rights Risks

Based on the above human rights risk assessment results, we will implement the following initiatives to address identified human rights risks.

- Discuss future actions, such as disseminating the INPEX Group Human Rights Policy and information on the whistleblowing contact point and providing human rights education, after confirming the management system for addressing human rights issues and the likelihood and severity of each issue, and providing feedback on the assessment results to responsible personnel at each site
- Regularly review human rights risks in order to ensure appropriate responses to identified human rights risks and mitigation measures
- Conduct human rights risk assessments through surveys every three years

Implementation of mitigation and remediation measures for human rights issues

For salient human rights issues identified as a result of risk assessments, we identified the issues to be prioritized and considered mitigation measures, after considering the materiality and the state of management system at each survey entity.

1. Measures to Address Human Rights Issues for Which Actual Risks Have Been Identified

In FY2025, we confirmed two major incidents caused by on-site work. In response, we provided appropriate remedy to affected stakeholders and implemented corrective actions at the project level to address the identified issues. In addition, we introduced preventive measures, including strengthening site-level management and controls, to mitigate the risk of recurrence.
We will continue to conduct ongoing monitoring.

2. Measures to Address Human Rights Issues with Identified Potential Risks

For human rights issues with potential risks, we work to strengthen prevention measures, taking into consideration the materiality and the state of management system at each survey target.

We will continue to conduct ongoing monitoring and further strengthen our human rights risk management processes based on our human rights due diligence.

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 FY2025, 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. *1
We are finalizing our fourth INPEX Stretch RAP in 2026 which will guide our approach for the next three years to strengthen how we engage, partner, and contribute to sustainable outcomes for Aboriginal and Torres Strait Islander communities.

*1 Reconciliation Action Plan Report and Other Publications

Case Study 1: On-Country in Northwest Arnhem Land

Located in Bininj Country in Northwest Arnhem Land, Northern Territory, the Wumara Conservation Area was created to protect, preserve and manage traditionally owned Land and Sea Country. It's guided by collaboration, respect, and recognition of Traditional Owners and their fundamental cultural rights and responsibilities.

The area was jointly established by Traditional Owners, the Bawinanga Homelands Aboriginal Corporation (BHAC) and the INPEX-led Ichthys Joint Venture.

The conservation area aims to meet environmental approval conditions (11B & 11C) through:

- Protecting, conserving, and managing listed species and habitats
- Measuring, managing, and mitigating threats to listed species and habitats
- Enhancing cultural, ecological, and employment opportunities for Wumara Traditional owners
- Ensuring Bininj culture is central to all aspects of management and decision-making
- Protecting and respecting cultural and natural values

The Wumara Conservation Area will be a sanctuary for biodiversity, cultural heritage, and conservation science where Bininj relationships to their ancestral lands and waters are healthy and strong. Bill Townsend, INPEX Australia Senior Vice President Corporate, speaks to the importance of the project:
"It makes me enormously proud to think some of the many benefits of Ichthys LNG will flow to Maningrida where they can genuinely make a positive impact to both the environment and the wider community," Bill said.

Kira Bourke, CEO of Bawinanga Homelands Aboriginal Corporation (BHAC) reflects on the significance of this partnership: "This partnership represents a first-of-its kind achievement and reflects the value of strong relationships between Traditional Owners, BHAC, and INPEX Australia to achieve something truly remarkable which will have a lasting impact," said Kira.

Over the past years, INPEX Australia Environment Advisors, Charles Darwin University (CDU) scientists and BHAC Rangers conducted Country surveys in Northwest Arnhem Land, identifying several species, including a Water Mouse not seen in the NT for over 20 years, Northern Brushtail Possums, and Mangrove, Mertens and Mitchell's Monitors.

In collaboration with Traditional Owners, CDU scientists and Rangers,

vegetation and sacred sites were mapped to create a culturally informed fire calendar, restoring traditional fire regimes, and protecting biodiversity. As part of this work, 11 newly identified sacred sites are now registered in Arnhem Land.

The Wumara management plan is based on the cultural knowledge of Traditional Owners, djungkay, and countrymen, and developed in collaboration with INPEX Australia, BHAC and CDU. The plan prioritizes the conservation of the environment and culture, while providing employment and education opportunities for Traditional Owners and rangers.

Case Study 2: Larrakia Ichthys LNG Foundation Trust (LIFT)

Established in 2018, the Larrakia Ichthys LNG Foundation Trust (LIFT) was the first such initiative in Australia signed outside of Native Title legislation between Traditional Owners and an operating production company. This landmark agreement between INPEX-led Ichthys Joint Venture and the Larrakia people in Darwin has resulted in a A$24 million commitment to benefit the Larrakia community over the operational life of Ichthys LNG.

For INPEX Australia, the agreement is a recognition of the importance of its relationship with Larrakia and its commitment to support Larrakia people's aspiration to empower their next generation and support those most in need.

Over the last seven years, the LIFT has provided funding to various programs from supporting education and skill up of Larrakia people to providing critical support to Larrakia elderlies. As of 2025, 12 programs are delivered under the LIFT by Larrakia Development Corporation and Larrakia Nation Aboriginal Corporation.

The INPEX Larrakia Advisory Committee (ILAC) also plays a crucial role in the implementation of the LIFT through providing a strategic guidance to assessing program applications. In 2025, an independent review was undertaken to assess effectiveness of the LIFT after its operation over five years. The review has highlighted strengths as well as areas for improvement. It is one of key priorities for the ILAC to address the recommendations for improvement in consultations with key stakeholders in the coming years.

Heritage Management

In Australia, cultural heritage management plans have been developed and implemented to protect the cultural heritage of the areas of our business activities.

For the Ichthys LNG onshore processing facilities, we have been engaging with Larrakia people, the traditional owners of lands and waters in the Darwin region, since the early stages of the construction to minimize impact on archaeological sites in the surrounding areas and continue to consult on our proposed activities.

Contribution Activities in Various Countries

Contribution Activities in FY2025

The INPEX Group is a corporation responsible for ensuring a stable supply of energy. We believe that building strong and trusted relationships with local communities in the areas in which we operate forms the basis of our social license to operate. In our Basic Policy on Social Contribution Activities, we state that we will invest in initiatives that contribute to the social (cultural, etc.) and economic development of the areas in which we operate. This policy is aligned with our management strategy. Social contribution investment is undertaken in the key areas of Environment, Education and Next-generation Development, Community Support, and Arts and Sports.
In FY2025, we contributed approximately 3 billion yen to social investment activities through these initiatives.

Japan

In Japan, we carry out social contribution activities aimed at addressing social issues and fostering the development of local communities 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 FY2025 are as follows:

1. 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 Japanese Para-Sports Association, our sponsorship of the Deaf Beach Volleyball Association, and our sponsorship as a Total Support Member for the 25th Summer Deaflympics Tokyo 2025, commemorating the 100th anniversary of the Deaflympics. Additionally, we support the Inclusive Education Program organized by the Japan Inclusive Football Federation. This program conveys the ingenuity and value of sports for people with disabilities to elementary and junior high school students through interactive, experiential lessons.

2. INPEX Fundraising

Our employees voluntarily contribute to a charitable giving program through which a portion of their pay is deducted for donations 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 of Environment, Education and Next-generation Development, and Community Support.

3. Initiatives for Education and Next-generation Development (Arts)

We sponsored the 94th Music Competition of Japan, which has propelled numerous promising musicians onto the world stage. We also sponsored LA FOLLE JOURNÉE TOKYO 2025, a musical event held mainly at the Tokyo International Forum.

4. Initiatives at the Minamiaga Field Office and Nagaoka 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, our Nagaoka Field Office employees join with agricultural workers and organizations to pick up litter and maintain flower beds in the area around the Koshijihara Plant.

5. Initiatives at the Naoetsu LNG Terminal

At the Naoetsu LNG Terminal, we respond to requests for educational field trips from 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 on-site INPEX MUSEUM, a small theater that screens a fascinating video presentation of the story of oil and natural gas—from its formation through to its use in our everyday lives. In FY2025, third graders from the local Yachiho Elementary School visited the terminal for a field trip. Employees also visited the school to give a lesson to sixth graders. Fourth graders from the local Kakizaki Elementary School and first-year students from Naoetsu Junior High School also visited the terminal for field trips. In addition, as active members of the local community, our employees also participate in local beautification activities. These activities include participating in beach cleanups organized by an environmental conservation group as well as picking up litter and mowing grass along roads near the terminal.

Beach volleyball match at 25th Summer Deaflympics Tokyo 2025

Scenes from LA FOLLE JOURNÉE TOKYO 2025

Australia

Through our social investment activities, INPEX Australia aim to contribute to the sustainable social and economic development of the communities in the areas 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 license 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.

As part of our broader social investment efforts, our voluntary community investment activities are guided by the INPEX Australia Community Investment Strategy, which outlines how we make contributions that support positive outcomes in our host communities. The Community Investment 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 well-being, local business capacity building, community partner 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 areas in which we operate. In FY2025, 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 outcome area is shown in the figure below.

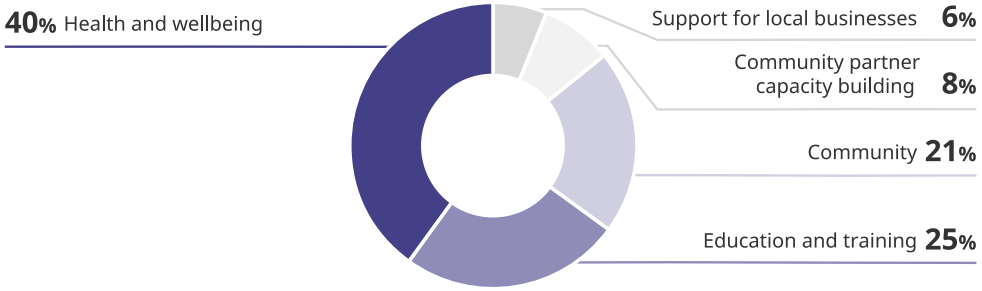
Each year, we continue to support community events and initiatives through sponsorship, and provide donations for important causes and disaster relief for impacted communities. We also offer in-kind support to community partners and their programs through employee volunteering, career mentoring, capacity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

We have continued our 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.

We are revising the Community Investment Strategy in FY2026 to ensure our approach remains aligned to INPEX Australia's strategic priorities and activities, alongside evolving community needs and expectations, so we can contribute to more targeted, meaningful, and sustainable outcomes.

INPEX Australia's Voluntary Community Investment in FY2025 (by Outcome Area)



INPEX Australia's Community Investment Web Page

INPEX Australia hosted students from Stars Foundation and Clontarf Academy programs in Darwin at the Ichthys LNG onshore processing plant.

INPEX Australia personnel joined with Charles Darwin University to launch a new community partnership in support of its Radicle Centre.

Local children joined researchers on a shorebird field trip at Bundilla Beach, Darwin, one of the STEAM programs supported under a community partnership between the INPEX-led Ichthys Joint Venture and the Museum and Art Gallery of the Northern Territory (MAGNT).

Together with scholarship recipients and university staff, in FY2025 we celebrated 10 years supporting the INPEX Aboriginal and Torres Strait Islander Scholarships at the University of Western Australia.

Case Study: Partnership with Hoops 4 Health

In July 2025, we announced a new partnership with Hoops 4 Health, supporting its innovative Academy program—an initiative using sport as a catalyst to inspire and empower young people across the Northern Territory.

Blending basketball, neuroscience, and First Nations knowledge, the Academy applies a unique evidence-based model designed to strengthen resilience, promote well-being, and foster hopeful futures in communities.

Targeted at young people aged 10-16, the weekly sessions extend well beyond physical activity. Guided by First Nations mentors, including Larrakia Coaches from Hoops 4 Health, the program integrates lived experience with trauma-informed coaching to support personal development, emotional well-being, and strong cultural connection within a safe, inclusive environment.

"The rhythmic bounce of a basketball is used to establish movement, pattern, and repetition, underpinning a technique that links the brain to healing-centered sport, paired with the practice of deep listening, this method of coaching and mentoring has a lasting and positive impact on young people."—

Timmy Duggan OAM, Founder and CEO, Hoops 4 Health

Through this collaboration, the INPEX Group is helping expand the reach of the Academy by funding two additional weekly sessions at the Hoops 4 Health Training Facility in Pinelands. Together, we are supporting the next generation to build confidence, leadership skills, and a strong sense of community—one bounce at a time.

Hoops 4 Health Academy program in action

Hoops 4 Health Academy program in action

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 dialogue with stakeholders, and we carry out activities that serve those needs according to the five focus areas (education; public health; economic improvement; environment; and strategic social contribution activities) of our Social Investment Strategy, developed with a medium- to long-term strategic outlook. Key efforts made in FY2025 are detailed below.

Education Programs: Group photo with high school students from Samalaki who participated in the STEM competition

Public Health Program: Nutrition Awareness Activities

Education Programs

We provided scholarships to 30 undergraduate students and 2 lecturers working toward their doctorate degrees from Lelemuku Saumlaki University in the Tanimbar Islands as well as 98 undergraduate students and 2 lecturers working toward their doctorate degrees from Pattimura University in Ambon, Maluku.
We also held a writing contest for scholarship recipients from Pattimura University to improve their thinking and analysis skills regarding designated themes.
As part of our commitment toward improving the quality of education, we also supported the invigoration of local elementary schools and helped 13 high school students from Saumlaki participate in science, technology, engineering, and mathematics (STEM) competitions.

Public Health Programs

We collaborated with local public health centers and governments to conduct programs such as nutrition awareness-raising activities; health checks for pregnant

women, infants, and toddlers; and the provision of supplementary meals to undernourished children.
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.

Economic Improvement Program

In FY2025, we collaborated with local communities on sustainable agriculture. To help improve productivity, seeds and agricultural equipment were distributed to two farming groups eligible for support under our programs. Additionally, we provided training for local producers on processing bananas and cassava—the staple foods of local residents—into healthy snacks for sale.
We also supported the preservation of cultural value in local communities, particularly the production of Tanimbar ikat, a traditional fabric, and tifa Tanimbar, a traditional musical instrument.

Tanimbar ikat, a traditional fabric

Snacks made by processing cassava

Environmental Program (Tree Planting, Beach Cleaning, and Coloring Contest)

We collaborated with the local government and NGOs to conduct mangrove tree planting activities. We also worked with local residents to conduct beach cleaning as well as collection and proper disposal of litter. Furthermore, we held a coloring contest in commemoration of World Environment Day to raise the environmental awareness of children.

Children picking up litter

Mangrove tree planting

Strategic Contribution Activities

As part of supporting the activities of local community groups in areas such as religion, education, sports, and youth development, we provide sponsorships and donations to these groups, striving to build good relationships with local communities. In FY2025, we also supported joint programs with SKK Migas in disaster relief activities in Sumatra.

Disaster relief in Sumatra

Group photo in front of teamLab Phenomena Abu Dhabi

Abu Dhabi

In Abu Dhabi, teamLab Phenomena Abu Dhabi—which we sponsor based on an agreement signed with the Department of Culture and Tourism - Abu Dhabi in the United Arab Emirates (UAE) through our subsidiary Japan Oil Development Co., Ltd. (JODCO)—opened in April 2025. To provide youths in Abu Dhabi with opportunities to develop their curiosity and imagination, JODCO has started inviting elementary and junior high school students to teamLab Phenomena Abu Dhabi and will continue with this initiative in the future.
In addition, to serve as a bridge for cultural exchange between Japan and the UAE, we have been participating in the Abu Dhabi International Hunting and Equestrian Exhibition (ADIHEX) since 2004, introducing the ancient Japanese tradition of falconry as well as Japanese traditional cultural activities such as sword-making, candy making, and tea ceremony.

Norway

Our subsidiary INPEX Norway Co., Ltd. has signed an agreement with the Munch Museum to sponsor the museum through our local subsidiary INPEX Idemitsu Norge AS (IIN). 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. (INCS) is providing funding and other 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.

Furthermore, INCS is conducting the following social contribution activities as its own initiatives.

Firstly, in July 2025, neonatal medical equipment was donated to the Neonatal Medical Center in Atyrau in collaboration with the AYALA Charity Foundation. The center introduced 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.

Presentation ceremony

Children's learning

As part of our human resource development efforts, we invited seven mid-level employees from KazMunayGas, the national operator of the oil and gas industry of Kazakhstan, to Japan in September 2025 for a two-week training program on CCS/CCUS. Professor Takeshi Tsuji from the Department of Systems Innovation, Graduate School of Engineering, the 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. Through such human resource development, we are contributing to Kazakhstan's goal of carbon neutrality by 2060.

Since September 2025, we have also been partnering with the NPO Caravan of Knowledge, Kumon Institute of Education Co., Ltd., and Chevron Munaigas Inc. to implement a pilot project using the Kumon Method, an individualized learning method, for two elementary school classes in Astana to help improve the educational standards of Kazakhstan's citizens.

Through these initiatives, the INPEX Group is contributing to the development of local communities and improved welfare in Kazakhstan.

Support through Other Foundations

INPEX Scholarship Foundation

FY2025 INPEX Scholarship Foundation year-end exchange

Group photo of participants in the international youth exchange program

Since its establishment in March 1981, the INPEX Scholarship Foundation has been promoting mutual understanding, friendship, and goodwill between Japan and Indonesia, Australia, and the UAE through student exchanges. As of March 31, 2026, the Foundation has provided scholarships to 155 students from these three countries pursuing master's degrees in Japan, and 73 Japanese students studying in these countries. 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 also launched two programs to further promote exchange between high school and university students: an exchange student scholarship program for undergraduate students from overseas universities to study at Japanese universities, and an international youth exchange program, inviting high school students from Indonesia, Australia, and the UAE to Japan for exchanges with Japanese high school students.

INPEX JODCO Foundation

The INPEX JODCO Foundation was established at the end of 2022 to celebrate the 50th anniversary of JODCO's business in Abu Dhabi. The Foundation conducts social contribution activities with a focus on the three areas of education, environment, and culture.

In the area of education, together with the Abu Dhabi National Oil Company, the Foundation supports the implementation of the Kumon Method for mathematics learning at elementary schools in Abu Dhabi. In the area of environment, based on a Memorandum of Understanding (MoU) signed with the Environment Agency - Abu Dhabi (EAD) in FY2025, joint research is being conducted regarding carbon sequestration rates of mangrove ecosystems. An environmental education program has also been in place since FY2023, providing students—such as those from the Japanese School Abu Dhabi (JSAD)—with a program to experience mangrove planting. Furthermore, in October 2025, when the IUCN World Conservation Congress 2025 was held in Abu Dhabi, EAD and the Foundation—under the patronage of His Highness Sheikh Khaled bin Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi—signed a MoU to advance the conservation of falcons and other raptor species and promote cultural collaboration between the UAE and Japan. The Foundation has started to install artificial falcon nests equipped with monitoring cameras in Japan to study breeding behavior, population dynamics, and habitat use of falcons.
In the area of culture, the Foundation has been implementing the UAE-Japan Falconer Friendship Program with the Emirates Falconers' Club since FY2023. In addition to providing falconry cultural experiences at the JSAD, the program promotes exchange between Japanese and UAE falconers by sending Japanese falconers to the UAE and hosting UAE falconers in Japan.

Signing ceremony with EAD

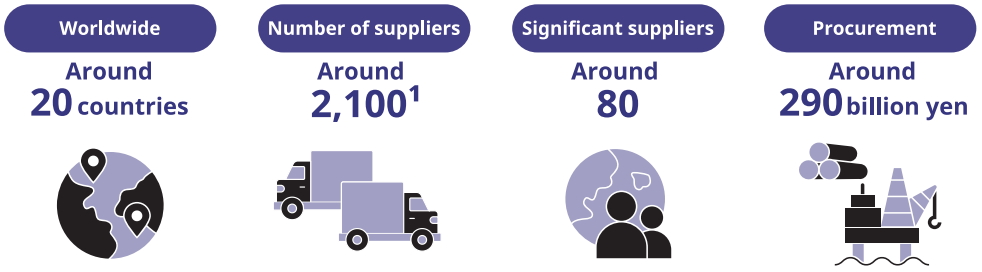
Falconry cultural experience

Supply Chain Management

Our Policy

As a company that operates projects in roughly 20 countries worldwide, INPEX recognizes that the procurement of materials, equipment, services, and construction work, as well as building appropriate relationships with the suppliers that provide them, including contractors, are 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. As part of supplier management, at the annual supplier forum, we invited about 100 domestic suppliers involved in our domestic operations and explained our CSR (Corporate Social Responsibility) self-assessment surveys and CSR audits, while requesting their cooperation. We will continue to strengthen our relationships with suppliers through this forum and by regularly creating opportunities to improve supplier capabilities and environmental, social, and governance (ESG) performance. We will also engage in competitive procurement, carry out risk management that includes CSR and performance assessments, and work to strengthen supply chain resilience.

Procurement Overview



1 Suppliers are only Tier-1 suppliers (Tier-2 suppliers are not included)

Management Structure

Based on the Details on Ethical Procurement Guideline and the Code of Conduct, the Board of Directors bears accountability and decision-making responsibility for matters related to corporate ethics and corporate conduct. If a supply chain issue arises, the officer responsible for the supply chain promptly reports it to the Board of Directors. Based on that report, the Board makes timely and appropriate judgments and decisions. In addition, the Sustainability Committee, which is held every December and includes the Representative Director, President & CEO and other members such as the Chair of the Compliance Committee, discusses external assessments of our supply chain management and the direction of our future initiatives.

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
Human rights and labor rights	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.
Fair business practice	No bribery, collusion or cartels, or association with antisocial forces, etc.
Environment	Prevention of environmental destruction through business activities, and reduction of CO2 emissions, etc.
Confidentiality	Protection of personal and confidential information obtained through business operations.

Local community	Promotion of coexistence and co-prosperity with local communities.
Whistle-blower system and grievance mechanism	Establishment of a whistle-blower reporting system and training sessions conducted for employees on how to use it.
Disclosure	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.

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

Supply Chain Management

Each year, the INPEX Group procures approximately 290 billion yen in goods and services from roughly 2,100 suppliers. Procurement from our significant suppliers accounts for roughly 230 billion yen of this figure. We take the following actions to manage risks within our supply chain.
First, in supplier selection, we provide procurement opportunities to domestic and overseas suppliers according to the needs of each project. We also actively consider procurement from new suppliers. As a rule, the supplier selection process uses competitive bidding or competitive quotations from multiple companies. We evaluate suppliers comprehensively in terms of quality, price, delivery, technical capabilities, and stable supply. In these evaluations, we also consider ESG factors such as compliance with laws and regulations in each country, our Anti-Bribery and Anti-Corruption (ABC) Policy, labor safety performance related to HSE, and CSR risk management. We conduct procurement activities with due regard for fairness and impartiality. We request quotations only from suppliers that we determine meet our requirements based on these criteria.
At the contract stage, we require suppliers to comply with labor and environmental laws and regulations, comply with our Supplier Code of Conduct, and respect our Human Rights Policy, and we include these requirements in our contracts.

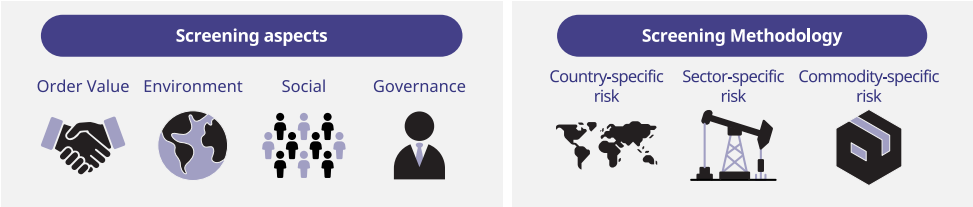
We encourage employees in our supply chain division to attend internal training on laws and regulations related to procurement activities, such as the Antimonopoly Act and the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators (formerly the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors), as well as information security and our ABC Policy, and we strive to ensure compliance.

Since FY2024, we have held a Global Supply Chain Forum with supply chain divisions at our overseas sites to strengthen supply chains across the INPEX Group. As one agenda item at this forum, we shared our recognition of issues related to CSR operations and examples of relevant initiatives.

In addition, through supplier screening and assessments, we review procurement processes and discuss improvement measures. We also work to consider and implement preventive and mitigating measures for risks across the entire supply chain. Specific activities are described below.

Supplier Screening

In our domestic operations, we conduct two-stage supplier screening based on ESG risks in the supply chain and business importance.
As the first stage of screening, we sent CSR self-assessment surveys to suppliers whose order amounts exceeded a certain threshold. Based on the survey scores for ESG items, we then carried out second-stage screening of suppliers deemed to have sector and commodity risks (industries and products with high human rights risk) and country risks (countries with high human rights risk) and conducted CSR audits. Records of these risk assessments are properly managed and used in future supplier selection and other processes.



We conduct supplier assessments for significant suppliers identified through screening and for suppliers assessed as high risk through the initiatives above. Through these assessments, we promote improvement activities and avoid or reduce risk, including by reviewing contracts.

Supplier Assessment

We conduct annual assessments using CSR self-assessment surveys, focusing mainly on suppliers with the highest order volumes. In FY2025, based on the results of our human rights due diligence, we substantially revised the survey to expand the scope of our review of the salient risks we identified. We added questions on human rights and labor rights, occupational health and safety, procurement practices, local communities, the environment, compliance, and other topics. This allowed us to conduct environmental, social, and governance assessments that go beyond compliance items in the Supplier Code of Conduct. In FY2025, we received responses from 60 suppliers, including 14 significant suppliers. Over the past three years, 37.6% of suppliers have completed CSR self-assessment surveys. In FY2025, we conducted second-party audits led by us on four suppliers using our CSR self-assessment surveys. In addition, we regularly conduct third-party on-site audits at plants, construction sites, and other locations using external consultants' standards developed based on international standards such as the ILO conventions and SA8000, from the perspectives of the environment, society (labor, wages and working hours, and health and safety), and management systems. These assessments identified no material issues regarding human rights, labor, the environment, or other social expectations in our supply chain. Accordingly, we did not implement any corrective actions.

Case Study: INPEX Australia's Industry Participation Plan

INPEX Australia's Industry Participation Plan 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. *1

*1 INPEX Australia website - Supplier information