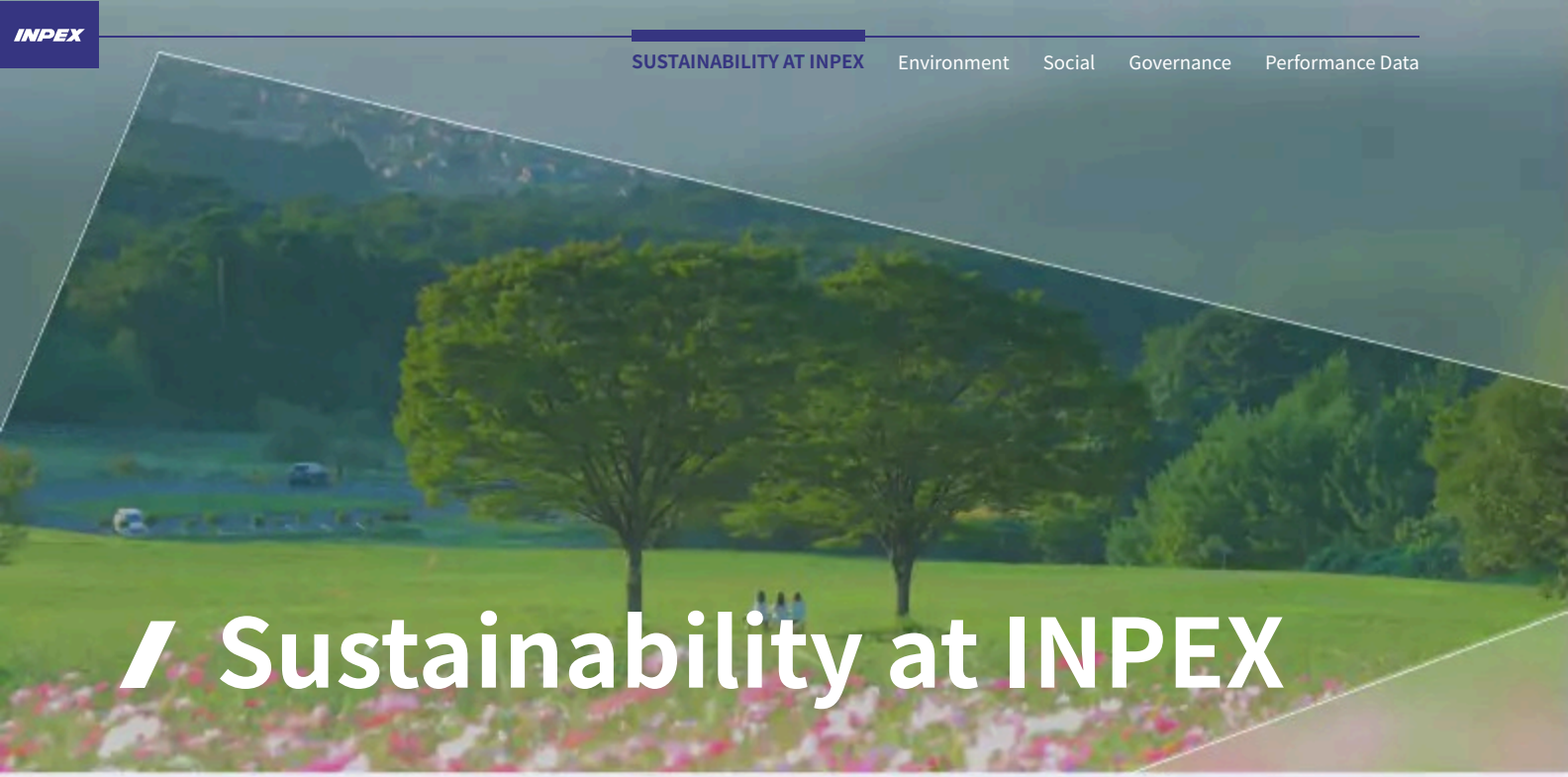


Sustainability at INPEX

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

Message from the President & CEO

Representative Director, President & CEO

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

上田隆之

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

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

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

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

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

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

Editorial Policy

About This Sustainability Report

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

Period Covered

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

Scope

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

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

Performance Data

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

Publication Date

June 2025

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

Reference Guidelines

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

Reports and Publications

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

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

Feature 1: INPEX Vision 2035

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

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

Please refer to the INPEX Vision 2035 page of the INPEX website for details.

What INPEX Aims to Achieve by 2035

Pillar for Growth 1: Expand natural gas and LNG business

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

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

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

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

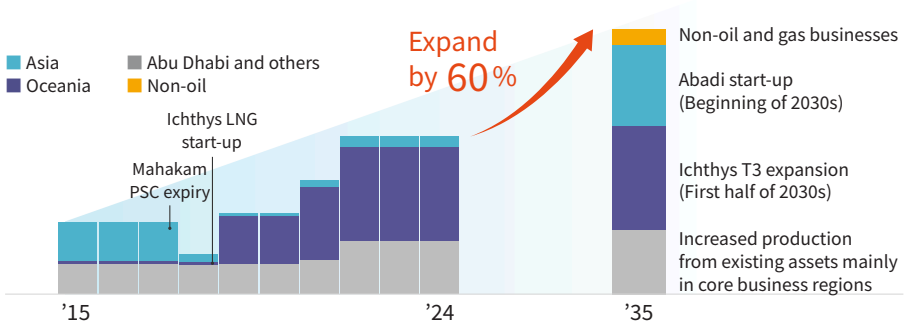
- Aim to expand our businesses in power-related fields as an integrated energy company
- Contribute to the development of a high-value-added power supply system by combining renewable energy with balancing power sources such as battery storage and cleaner gas-fired power generation ❷
- Explore opportunities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

❶ Final investment decision
❷ Aim to reduce GHG emissions by integrating CCS with the co-firing or full combustion of blue hydrogen

Illustration of CFFO growth

Grow business scale by 60%

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

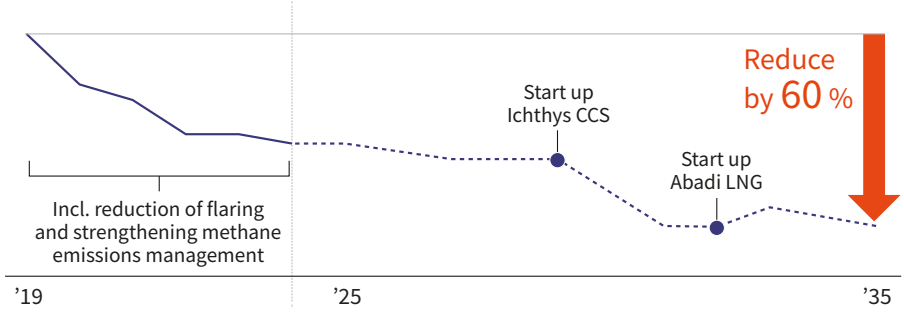


* A preliminary estimate based on an assumption of a stable external business environment for both past and future (inflation rate of 2.3% applied for both costs and revenues from 2025 onwards)

Net carbon intensity outlook

Reduce net carbon intensity by 60%

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



* Reduction target from 2019 (Scope 1 and 2) on INPEX equity share basis. Note that the reduction target reflects the current economic environment and reasonable expectations. This is premised on a business environment of consistent progress in decarbonization technology, economic rationality and realization of policies in each country and region.
** For projects that were operated as of 2019, we aim to reduce emissions on an absolute basis. We will further take initiatives in collaborating with supply chain stakeholders to reduce Scope 3 emissions. Furthermore, through low-carbon initiatives leveraging CCS and hydrogen, as well as renewable energy projects, we aim to contribute to a reduction of 8.2 Mtpa in GHG emissions (the amount our company contributes to GHG emission through products and services).

Please refer to Climate Change for details on our specific efforts to achieve carbon intensity targets.

Specific Efforts

Strengthening HSE (Health, Safety and Environment) efforts

We are committed to achieving zero major incidents[3] and reducing GHG emissions, while also actively addressing other global environmental issues.

Continue operations with zero major incidents

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

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

Please refer to Safety for details on our specific efforts to achieve our targets.

Achieve environmental commitments

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

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

Please refer to Biodiversity Conservation and Environmental Pollution Measures for details on our specific efforts to achieve our targets.

[3] Fatalities, serious injuries, and major leaks occurring in operator projects
[4] Disciplined framework to implement good design principles, engineering, operation, and maintenance for prevention and control of events that have the potential to release materials and energy, potentially leading to major incidents such as hazardous material release or fire/explosion
[5] A state of limited availability of freshwater as defined by the World Resources Institute

Strengthening foundation to drive productivity

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

Strengthen workforce performance

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

Employer of choice

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

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

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

Please refer to Human Capital for details on our specific efforts.

Maximize the strategic use of digital technology

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

Operational optimization through digital transformation

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

Productivity enhancement and acquired knowledge

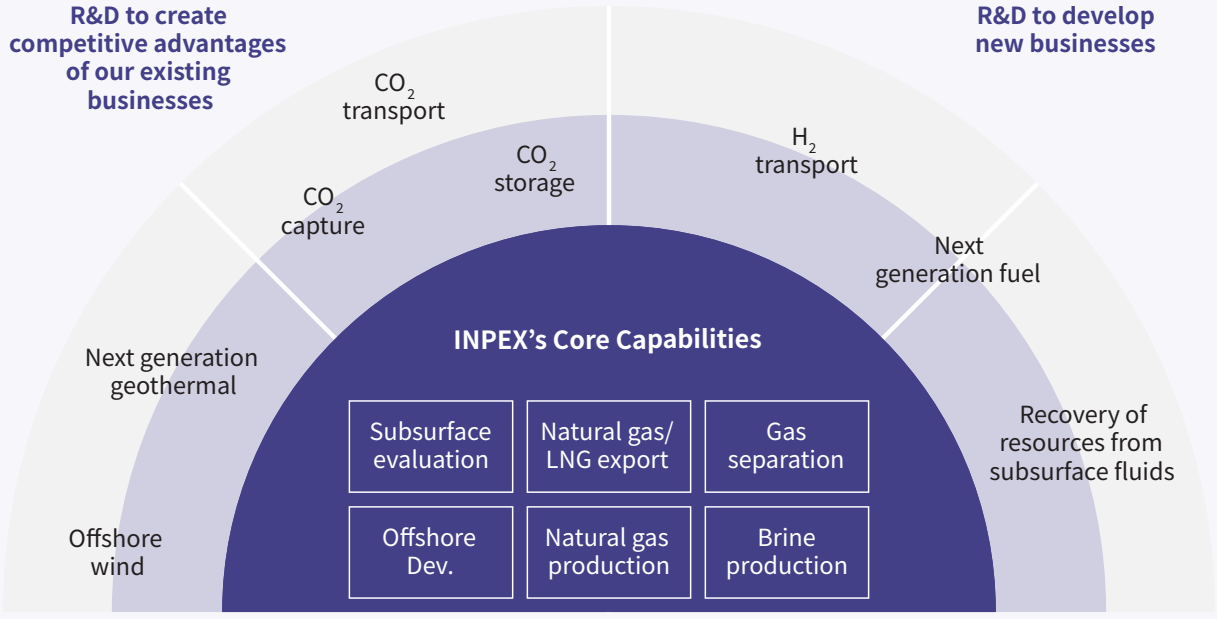
- Reduce task burden in favor of thought and creativity
  - ✓ Enhance the speed and accuracy of subsurface assessments, investment assessments, and financial analyses.
- Maximize use of acquired knowledge and technical expertise through digital technology
  - ✓ Apply AI technologies to the vast amount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

Please refer to the 'DX Activities' section of our corporate website for detailed information on our DX efforts.

Acquiring competitive advantages through strategic research and development

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

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



Feature 2: Materiality Assessment

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

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

Materiality Assessment Process

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

Understanding of the INPEX value chain and businesses

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

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

Identification of the topic list

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

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

Definition of IRO

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

Setting of assessment criteria and scoring

We identified our materiality while considering the financial effects the environment and society had on us, and our impacts on the environment and society. We assessed sustainability-related risks and opportunities that affected our financial effects in terms of the likelihood and magnitude of the financial effects (monetary, reputation, etc.). We also assessed the impacts of our business on the environment and society in terms of the likelihood and severity of the impacts (scale, scope, and irremediability).
We set the likelihood assessment axis with reference to country-specific and business-specific ratings, including the past numbers of incidents by ourselves and other companies in the same industry.

Engagement with stakeholders

We conducted surveys and interviews with internal and external stakeholders to confirm their expectations and concerns related to issues we should address. Stakeholders include officers, employees, investors, and other companies in the same industry.
As a result, we found that our internal assessment of our sustainability issues and the viewpoint of external stakeholders are aligned.

Identification of priority issues

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

Management review

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

INPEX's Materiality

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

We revise our materiality every year.

Message from the Officer in Charge

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

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

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

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

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

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

Sustainability Management

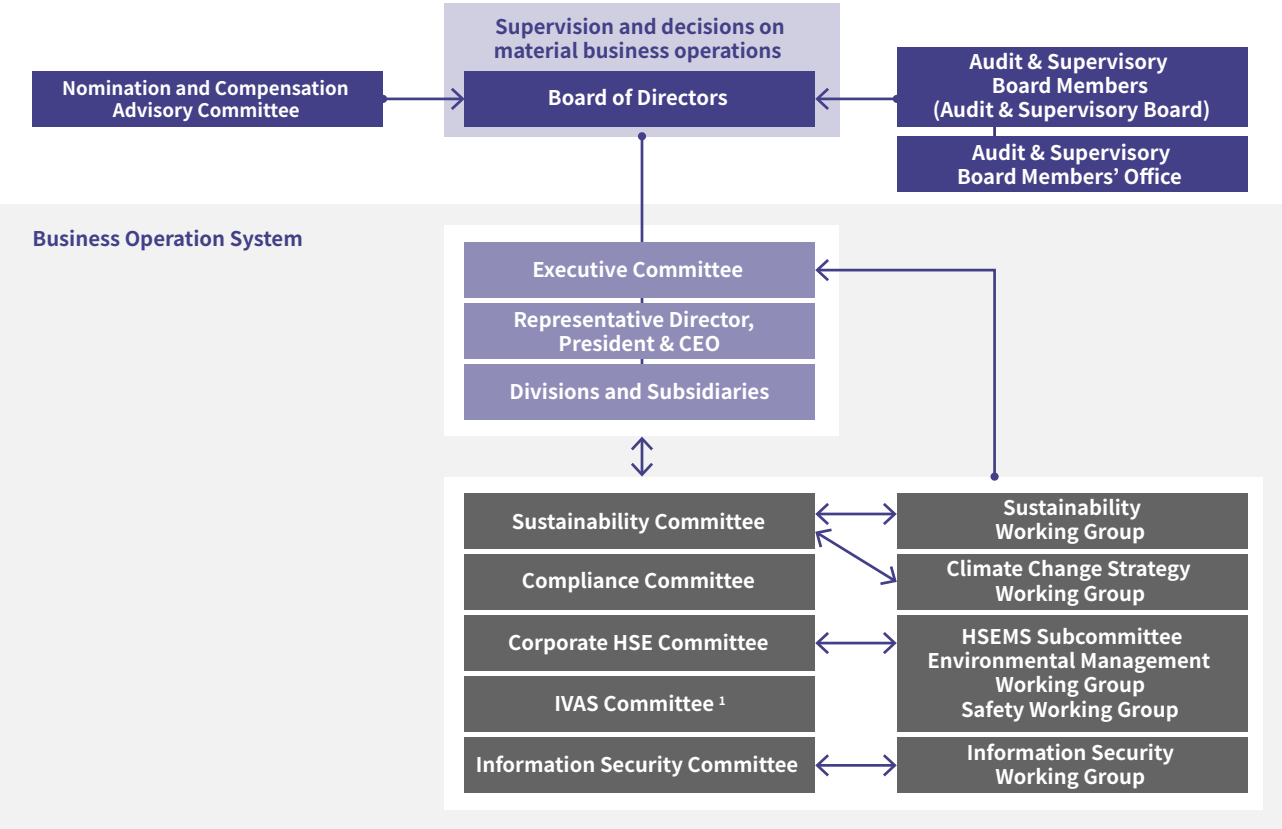
Sustainability Structure

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

Governance

Organizational Structure

Our governance structure for promoting sustainability is detailed below.



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

Board oversight

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

Management accountabilities

Executive Committee

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

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

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

Sustainability Committee

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

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

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

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

Other Committees Related to Business Execution

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

1. Compliance Committee

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

2. Corporate HSE Committee

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

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

❶ Health, safety, and environment
❷ Task force on Nature-related Financial Disclosures

3. Information Security Committee

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

4. IVAS Committee

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

Compensation

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

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

Strategy

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

Materiality Identification Process

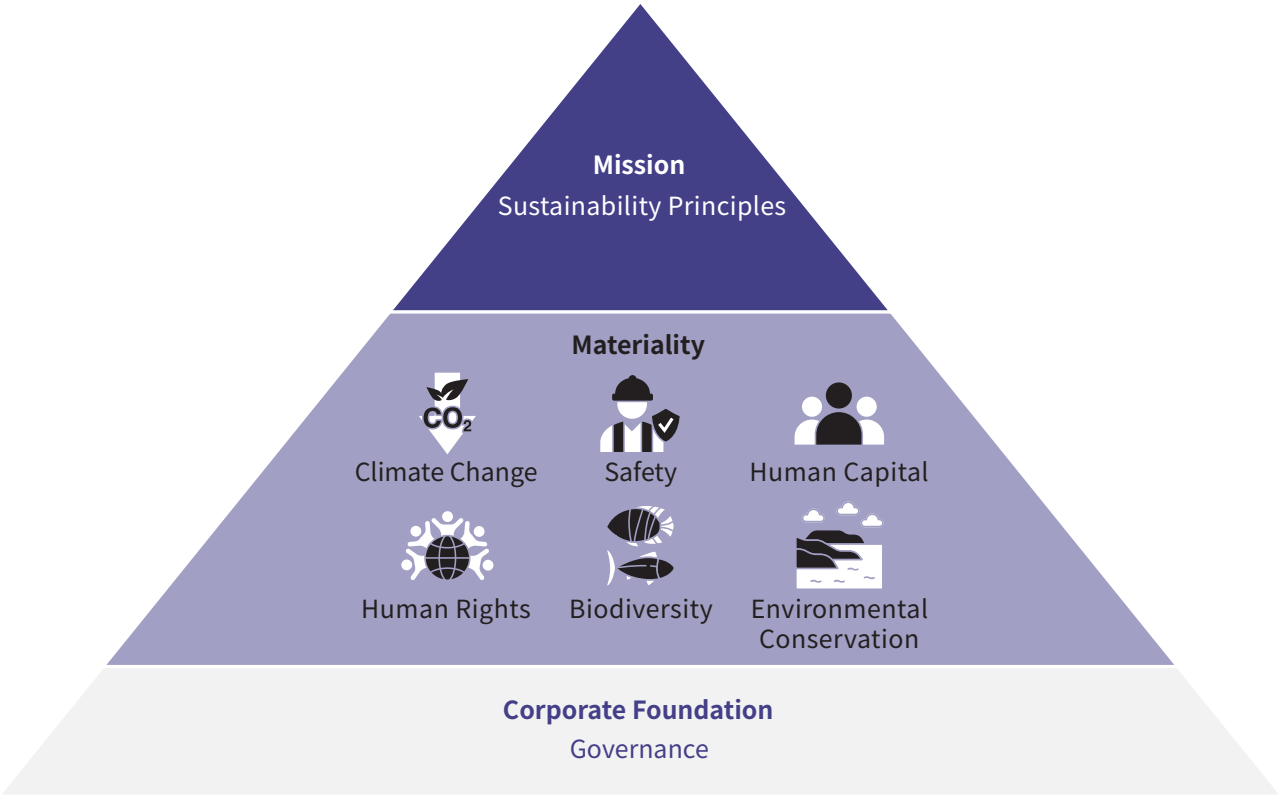
We identified our materiality by considering the financial effects the environment and society had on us, and our impacts on the environment and society. To achieve this, we assessed sustainability-related risks and opportunities that affected anticipated financial effects in terms of the likelihood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

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

INPEX's Materiality and Action Plans

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

Materiality



Action Plans

Materiality	Action Plans
Climate Change	• Achievement of targets for addressing climate change • Expansion of natural gas and LNG business • Implementation of lower-carbon solutions • Expansion of businesses in power-related fields
Safety	• Prevention of major incidents • Securing of occupational health and safety
Human Capital	• Enhancement of engagement and promotion of DE&I
Human Rights	• Respect for human rights • Coexistence with, and development of, local communities (indigenous peoples) • Supply chain risk management
Biodiversity	• Biodiversity conservation
Environmental Pollution Measures	• Implementation of environmental pollution measures

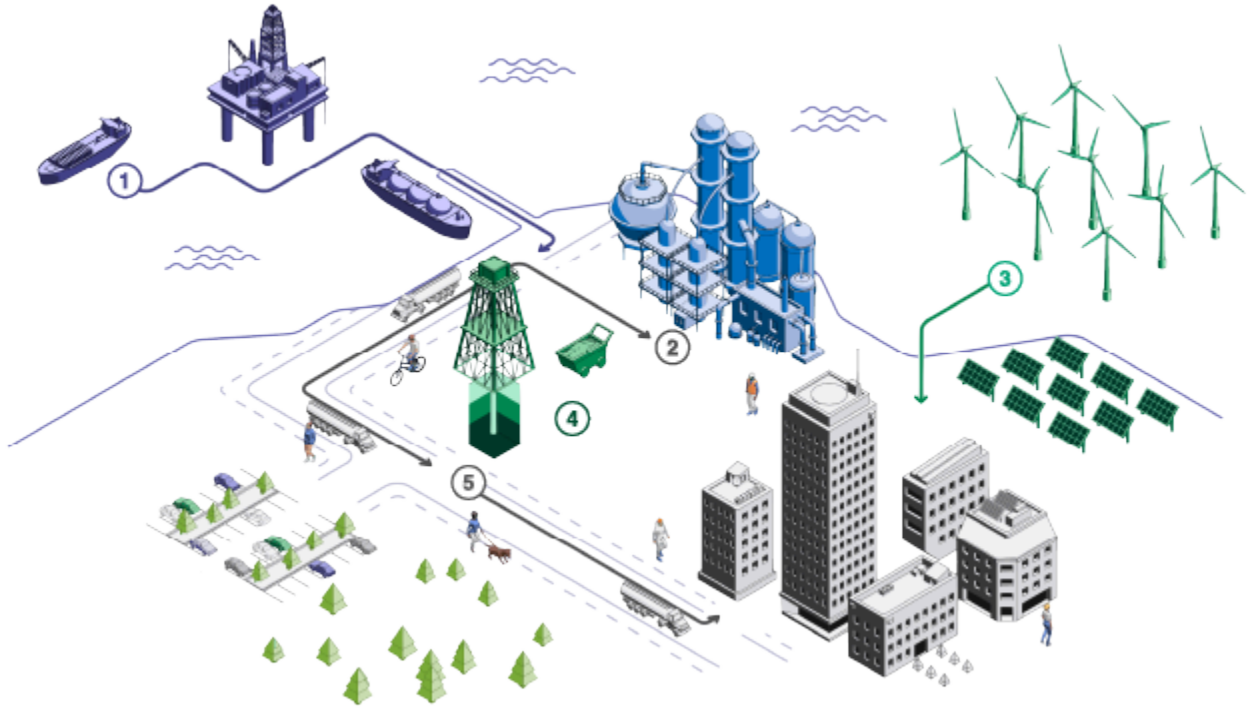
Company management, decision-making, and risk management are very material elements of governance. We also consider a strong governance structure to be a material element for supporting our materiality initiatives and realizing sustainable growth for the Company.

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

Risk Management, Metrics, and Targets

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

Energy Development Value Chain



1 Oil and Natural Gas Business

Efforts to expand the natural gas and LNG business

2 Lower-carbon Business (CCS, Hydrogen)

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

3 Power-related Business

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

4 Development of non-oil and gas resources

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

5 Transportation and Sales

Transportation and sales of our products

1 Oil and Natural Gas Business

Key Stakeholders

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

Key Sustainability Activities

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

2 Lower-carbon Business (CCS, Hydrogen)

Key Stakeholders

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

Key Sustainability Activities

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

3 Power-related Business

Key Stakeholders

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

Key Sustainability Activities

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

4 Development of non-oil and gas resources

Key Stakeholders

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

Key Sustainability Activities

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

5 Transportation and Sales

Key Stakeholders

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

Key Sustainability Activities

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

Engagement with Stakeholders

Project Partners

Engagement Approach

- Regular meetings
- Regular communication

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Contractors and Suppliers

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Customers

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Shareholders and Investors

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Local Communities and Indigenous Peoples

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

NGOs/NPOs

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Employees

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Oil and Gas Producing Countries

Engagement Approach

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

Key Engagement in FY2024

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

Expectations/Requirements from Stakeholders

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

Engagement with Industry Associations

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

United Nations Global Compact

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

IOGP

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

Australian Energy Producers

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

Ipieca

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

EITI

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

OGMP 2.0

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

GX League

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

Keidanren Initiative for Biodiversity Conservation

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

Japan Energy Resources Development Association

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

Keidanren

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

Japan Hydrogen Association

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

CCS+ Initiative

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

CFAA / AEA

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

e-NG Coalition

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

FLOWRA

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

Sustainability Material Issues: Targets and Achievements

Environment

Achievement of Targets for Addressing Climate Change

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Achieved a CDP Climate Change score of B • Achieved net carbon intensity of 28 kg-CO_2e/boe in FY2024 • Achieved methane emission intensity (methane emissions/natural gas production) of 0.05%	• Reduce net carbon intensity (Scope 1 + Scope 2) by 35% versus 2019 levels	• Achieve net zero in absolute emissions by 2050 (Scope 1 + Scope 2) • Reduce net carbon intensity (Scope 1 + Scope 2) by 60% by FY2035 • Aim to contribute to reducing society's emissions by about 8.2 million tons per year by FY2035 (our reduction contributions to society's GHG emissions through our products and services) • Achieve zero routine flaring by FY2030 • Maintain methane emission intensity (methane emissions/natural gas production) at the current low levels (about 0.1%)

Expansion of natural gas and LNG business

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
Australia	• Confirmed that Ichthys LNG has increased the capacity of the facility to produce 9.3 million tons per year. Also promoted lower-carbon operations by minimizing flaring and fuel gas emissions during production.	• Maintain and enhance a safe and stable production structure of 9.3 million tons per year at Ichthys LNG through safe operations and improved facility utilization rates. Also continue promoting lower-carbon operations.	• Maintain safe and reliable operation and expand liquefaction capacity at the Ichthys LNG Project in Australia • Start production at the Abadi LNG Project in Indonesia at the beginning of the 2030s • Strengthen LNG trading capabilities to achieve more flexible LNG supply • Focus on exploration in activities in high-potential areas where early monetization is possible
Indonesia	• Conducted preparatory activities ahead of starting basic design work (FEED) (onshore/offshore geotechnical and geophysical surveys, FEED contractor tender, environmental approval applications, land procurement)	• Continue necessary preparatory work to start production at the beginning of the 2030s	
Abu Dhabi	• Expanded the supply of clean power to onshore oil fields. Worked with ADNOC to adopt clean power by also supplying offshore oil fields with onshore clean power.	• Continue to reduce flaring and adopt clean power at offshore facilities	
Norway	• Confirmed commercial-scale gas and oil at the PL636B (Cerisa) and PL090 (Rhombi) blocks. Started a development study. • Conducted development studies for gas and oil discovery structure at Peon and South Flåm, etc. • Continued to provide power from the Hywind Tampen floating wind farm to the Snorre oil field	• Work to further reduce carbon emissions at Snorre and other existing production projects (use renewable energy for operational power, etc.) • Conduct preparatory work for development and production at the South Flåm and Cerisa gas and oil fields (including lower-carbon measures) • Discover new gas reserves through exploration activities, and acquire low-carbon oil and gas assets through M&A activities	

Implementation of lower-carbon solutions

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
CCS	• Conducted reservoir assessments, new 3D seismic data acquisition and processing work, and evaluation well drilling work, etc. at the G-7-AP GHG assessment block in Australia • The Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Initiative Project, in which we participate, were adopted under the 2023 Survey on Implementation of Advanced CCS Projects commissioned by JOGMEC • The Tokyo Metropolitan Area CCS Project and Tohoku Region West Coast CCS Project, in which we participate, were adopted, and relevant studies were launched, under the 2024 Engineering Design Work for Advanced CCS Projects commissioned by JOGMEC	• Make FID and move to EPC phase toward commercialization of the Bonaparte CCS Project at the G-7-AP GHG assessment block in Australia • Conduct study into CCS adoption at the Wisting Oil Field development concept in the Barents Sea, Norway • Conduct study toward commercialization of the Trudvang CCS Project in the North Sea, Norway • Conduct pre-FEED and FEED work at Advanced CCS Projects in which we are involved in Japan and continue work toward commercialization	• Contribute to adoption of lower-carbon energy by leveraging developed organizational capabilities and existing technologies • Reduce GHG emissions by combining CCS with natural gas and LNG projects in which we participate, and provide GHG emission reduction solutions and supply blue hydrogen to third parties
Hydrogen/ ammonia	• Progressed, as planned, construction of aboveground facilities for the integrated demonstration testing of hydrogen and ammonia production and usage in Kashiwazaki City, Niigata Prefecture • Completed the feasibility study for a blue hydrogen production project using our natural gas fields and existing infrastructure in Niigata Prefecture, and began basic design preparations toward commercialization • Completed pre-FEED work for a large-scale, low-carbon ammonia production project at the Port of Houston, Texas • Signed a joint study agreement for a green hydrogen project in southern Texas, and completed the feasibility study	• Conduct demonstration testing of blue hydrogen and ammonia in Kashiwazaki City, Niigata Prefecture, and methane technology demonstrations in Koshijihara, Niigata Prefecture, to enable operations to start in 2025/2026 • Conduct pre-FEED, FEED, and other work related to hydrogen and ammonia projects and continue work toward commercialization	

Expansion of Businesses in Power-related Fields

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Reached a FID on Quorn Park photovoltaic and battery energy storage system project in Australia through Potentia Energy (formerly EGPA) • INPEX subsidiary INPEX Geothermal signed a memorandum of understanding with PLN Indonesia Power for a joint geothermal study in Indonesia • Joined Floating Offshore Wind Technology Research Association (FLOWRA) • Began work toward exploratory drilling related to geothermal power generation projects in Japan (Okuhida Onsengo district of Takayama City, Gifu Prefecture, and Shibetsu Town, Hokkaido)	• Secure and grow stable profits for Potential Energy • Develop and expand capacity of in-house power supplies (expand existing projects, including extension of the Muara Laboh Geothermal Power Project in Indonesia, and acquire new projects)	• Continue to enhance profitability and expand renewable energy, as our major initiative in the power business, by focusing on core business regions and fields where we have technical capabilities • Pursue business opportunities in cleaner gas-fired power generation, integrated with fuel supply through our existing gas pipeline networks, while exploring future possibilities for hydrogen co-firing/dedicated combustion and CCS implementation • Maximize the value of power asset portfolio by optimizing the combination of renewable energy, which needs support for fluctuations in output, and balancing power sources (battery and gas-fired power) • Expand development, production, and supply projects for the non-oil and natural gas subsurface mineral resources needed to support the energy supply system • Provide opportunities for more efficient and cleaner energy supply for power-intensive industries such as data centers
• Began examining power solution projects in each region with partners, including batteries and cleaner gas-fired power generation based on CCS, to promote advanced, lower-carbon energy systems	• Develop and own balancing power sources (gas-fired power, batteries, etc.) • Strengthen business foundations for power solutions (aggregation, power market trading, retail, etc.) • Develop scenarios for expanding power solution projects in Japan by leveraging our strengths • Implement major power solution project initiatives through expansion of partnerships, including initiatives under the comprehensive collaboration agreement with Hokuriku Electric Power • Develop and demonstrate an Environmental Management System (EMS) with EMS operators	
• Invested in EneCoat Technologies, a developer of perovskite solar cells, to enhance initiatives across our entire iodine supply chain • Developed a raw material supply project concept for subsurface mineral resources, for which demand is likely to increase in the future	Launch new development, production, and supply projects for subsurface mineral resources • Assess and consider geothermal and direct lithium extraction projects • Formulate a growth strategy for increased profitability and business scale expansion for Chiba Prefecture projects (gas and iodine) in collaboration with the Tokyo Metropolitan Area CCS Project and integrated with upstream, midstream, and downstream processes	

Biodiversity Conservation

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Conducted nature readiness self-assessments and identified issues with our nature-related initiatives • Conducted assessments based on TNFD's LEAP approach and identified interfaces of our projects with nature, impacts and dependencies, and risks and opportunities • Made a commitment to "Achieve net zero deforestation in operational projects starting in 2025 or later" as our quantitative target for biodiversity conservation • Updated the database of protected areas for our project areas	• Expand the scope of nature-related disclosures in line with the TNFD framework • Steadily implement biodiversity conservation initiatives in our project areas • Achieve net zero deforestation in operational projects	• Steadily plan and implement biodiversity conservation initiatives based on the mitigation hierarchy • Promote initiatives that contribute to realizing nature positivity • Promote nature-related disclosures for our projects in line with the TNFD framework

Implementation of environmental pollution measures

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Implemented environmental pollution measures (air quality and wastewater), and planned and conducted environmental monitoring at each operational organization in accordance with the laws and regulations of countries in which we operate our projects, international standards, and good practices • Conducted waste management at each operational organization in accordance with laws and regulations. Also conducted periodic inspections and audits of waste service providers. • Developed and maintained rules and procedures to prevent incidents at the wells, pipelines, plants, and other assets of each operational organization. Also contracted with Oil Spill Response to establish and maintain a structure for responding to a large-scale oil spill.	• Continue steady implementation of the initiatives to the left, and review as the situation changes	• Continue steady implementation of the initiatives to the left, and review as the situation changes

Social

Prevention of Major Incidents

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Maintained rate of zero major incidents • Achieved Group-wide process safety management competency (developed necessary books and tools and rolled out the process safety fundamentals)	• Optimize the process safety competency management framework for adoption by operational organizations • Reestablish the minimum requirements for process safety management, including for the net zero businesses	• Maintain rate of zero major incidents • Clarify the required level of process safety competency and develop the necessary education and training materials • Determine process safety management requirements in line with project purposes

Securing of Occupational Health and Safety

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• With LTIR of 0.45 and TRIR of 2.06, failed to meet both targets (LTIR: 0.28 and TRIR: 1.95) • Conducted initiatives to prevent incidents through safety measures through awareness-raising activities for the Life-saving Rules based on incident trend analysis • Demonstrated HSE leadership by conducting six management site visits and holding special seminars • Strengthened health management by conducting a Group-wide survey of best practices for preventing mental health problems on a site-by-site basis, and reporting the results to the Health Management Committee	• Ensure compliance with the Life-saving Rules and implement safety measures based on incident trend analysis • Create a framework for planning and implementation in relation to common issues across all departments globally, and strengthen integrated Group-wide initiatives • Comprehensively revise HSE procedures • Promote HSE assurance activities through reviews and audits • Promote Group-wide awareness-raising activities • Enhance sharing of dedicated HSE information	• Improve Group-wide safety awareness, and conduct integrated safety management including incident reduction initiatives • Establish the foundations for smooth development and implementation of appropriate levels of HSE management in all new projects • Regularly communicate messages on HSE from senior management to operating sites and elsewhere

Enhancement of Engagement and Promotion of DE&I

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
Global	• Held a conference with past recipients of the Value Awards as part of efforts to promote INPEX Values • Provided opportunities for overseas office employees to be assigned to our head office (six employees in total from Australia and Abu Dhabi)	• Continue promoting INPEX Values (Value Awards Conference) • Provide opportunities for overseas office employees to be assigned to our head office (expand the number of applicable overseas offices) • Promote assignment of the right people to the right positions on a global level	• Aim to enhance work quality and efficiency by becoming an employer of choice and creating a rewarding workplace • Secure diverse human resources, including high-potential human resources and women in particular • Cultivate a culture of support for individuals to take on challenges, and enhance the development of human resources to realize our growth strategy • Develop a work environment that encourages a high level of engagement by diverse human resources
Japan	• Established a task force to promote women's empowerment and promoted the development of work environments based on its recommendations • Conducted regular pulse surveys to visualize organizational issues and employee awareness • Implemented measures to improve the quality and amount of training, including expansion of the self-development support system, adoption of selective training, and offering assignments to our young employees for practical training at our offices and operational sites in Japan and overseas	• Continue promoting specific measures in the area of human resources tied to the Human Resources Strategy • Maintain and enhance competitive wages to secure high-potential human resources • Expand training for employees to take on challenges and enhance development of organization leaders • Further develop work environments that enable active participation of women and other diverse human resources	

Respect for Human Rights

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Published respective FY2023 Statement Pursuant to the United Kingdom Modern Slavery Act 2015 and the INPEX Australia Modern Slavery Statement • Disclosure of Transparency Act Due Diligence Report in response to Norway's Transparency Act • Continued to conduct human rights training • Worked with external human rights specialists to conduct human rights due diligence • Identified our salient human rights issues and reported them to the Sustainability Committee	• Conduct effectiveness evaluation of human rights due diligence and formulate action plans • Continue to issue Statement Pursuant to the United Kingdom Modern Slavery Act 2015 and the INPEX Australia Modern Slavery Statement • Continued Compliance with Norway's Transparency Act • Continue to conduct human rights training • Improve the methods used for risk assessments of significant suppliers and contractors (including with regard to human rights)	• Ensure compliance with the laws and regulations of the areas in which we operate and with international norms • Continue human rights due diligence

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

	FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
Global	• At our main sites, located in Japan, Australia, Indonesia, and Abu Dhabi, received feedback from local communities via diverse channels, including telephone, email, letter, and face-to-face dialogue with our office representatives, depending on the region and nature of our business	• Maintain positive relationships with stakeholders through proactive and ongoing dialogue • Continue to implement our social contribution strategy • Formulation and Implementation of the Reconciliation Action Plan (RAP) with Aboriginal and Torres Strait Islander peoples in Australia for 2026 and beyond	• Contribute to developing local communities and addressing social issues through our business activities, while respecting human rights and the cultures and customs of the areas in which we operate • Understand and respond to needs of local communities through dialogue with stakeholders in the areas in which we operate
Japan	• Maintained positive relationships with stakeholders through continuous dialogue, including appropriate response to inquiries from local communities and publication of newsletters		
Australia	• Maintained positive relationships with government agencies, industry groups, and local stakeholders through more than 300 dialogues • Continued to execute Reconciliation Action Plan (RAP) 2023–2025 • Directly employed 54 Aboriginal and/or Torres Strait Islander people and indirectly employed about 130 of them on average through contractors, as of the end of FY2024 • Procured more than A$ 19.5 million of goods/services from 21 Aboriginal and/or Torres Strait Islander businesses, as of the end of FY2024		

Supply Chain Risk Management

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Continued CSR self-assessment surveys (including with regard to human rights and anti-bribery and anti-corruption (ABC) measures) for significant suppliers in Japan • Continued risk assessments (including with regard to human rights and ABC measures) of significant suppliers, and improved the methods used for risk assessments • Conducted on-site CSR audits of suppliers • Continued holding the Supplier Forum (including supplier awards) • Participated in the supply chain subcommittee of the Global Compact Network Japan	• Establish a unified process for supplier CSR management utilizing our supply chain network, including each of our overseas sites • Continue CSR self-assessment surveys for significant suppliers in Japan • Establish methods for collecting and managing information on suppliers' efforts for reducing GHG emissions • Conduct CSR audits of suppliers (through desktop and on-site audits) • Continue holding the Supplier Forum (including supplier awards)	• Establish a structure for reducing operational and reputational risks by visualizing, and implementing measures against, the CSR potential risks in our supply chain • Strengthen supply chain risk assessments and compliance • Visualize supply chain-related GHG emissions and work with suppliers to reduce them

Governance

Improvement of Corporate Governance Structure

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Continued holding comprehensive discussions in Board of Directors meetings (in particular, provided information and opportunities for active discussions that contributed to formulation of INPEX Vision 2035, held discussions from a wide range of perspectives, including positioning, target metrics, and planning processes, after first ensuring at the beginning of the year that there would be many opportunities for discussion) • Held lectures and discussion sessions by AI experts on the theme of AI and the energy industry to enhance the knowledge of Board members (continued engaging experts to speak at Board meetings every year) • Discussed Director candidates for the March 2025 General Meeting of Shareholders in the Nomination and Compensation Advisory Committee from the perspective of further enhancing Board diversity. The Board selected appropriate candidates based on these discussions (for the first time at INPEX, a foreign national was selected as a Director candidate).	• Enhance the corporate governance structure through appropriate operation of the Board, and assess the effectiveness of the Board and continue implementing the PDCA cycle • Continue holding comprehensive discussions at Board meetings • Define the roles of Directors and the Board based on the Company's characteristics, review criteria for Board agenda items, and continue to consider optimal governance structures as needed	• Strengthen the corporate governance structure, including enhancement of the supervisory role of the Board • Deepen discussions by the Nomination and Compensation Advisory Committee about achieving further diversity in the Board (appointing more women, and people with foreign nationality and management experience) and about a succession plan for the Representative Director, President & CEO, and provide feedback on those discussions to the Board • Establish and maintain a globally comparable corporate governance structure as a Japanese global company
• Appointed an Outside Director as the Chair of the Nomination and Compensation Advisory Committee to strengthen the independence of the Committee • The Chair of the Nomination and Compensation Advisory Committee provided feedback to the Board on the annual deliberations of the Committee, including the succession plan for the Representative Director, President & CEO (FY2024 initiative based on the Board effectiveness assessment) • Discussed the nomination and compensation of Directors with the appropriate involvement of the Nomination and Compensation Advisory Committee	• Further enhance the governance structure for the nomination and compensation of Directors • Further enhance the level of feedback to the Board concerning the status of deliberations in the Nomination and Compensation Advisory Committee (Director nominations and compensation, Representative Director, President & CEO succession plan, etc.) • Discuss, in the Nomination and Compensation Advisory Committee, the combination of skills the Board should have in relation to achieving the Mid-term Business Plan, select suitable candidates, and submit recommendations to the Board	
• Enhanced the global tax governance structure through close communication with overseas sites	• Further enhance tax planning and tax compliance through maintenance and expansion of a dedicated taxation organization	

Improvement of Risk Management Structure

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Reviewed project-related and other risks • Checked the risk management structure • Monitored risks through internal committees • Implemented the PDCA cycle for risks	• Continue steady implementation of the initiatives to the left	• Optimize and improve the risk management structure • Continue to monitor mitigation/management plans for material risks and issues identified by each division under INPEX Vision 2035
• Held 20 INPEX Value Assurance System (IVAS) Committee meetings • Provided the Board of Directors with an executive summary of risk assessment results for major projects	• Hold IVAS Committee meetings as needed • Report progress and action plans for each of our projects at monthly Board of Directors meetings	
• Held two Information Security Committee meetings • Held two training sessions on targeted email attacks • Conducted one e-learning lesson on information security • Conducted a security assessment of operating systems	• Hold two Information Security Committee meetings (excluding extraordinary meetings) • Hold two training sessions on targeted email attacks • Conduct one e-learning lesson on information security • Conduct a security assessment of operating systems	
• Promoted the head office business continuity plan (BCP) activities for earthquake scenarios, and provided BCP education and training • Revised the head office BCP for infectious disease scenarios based on verification and assessment of COVID-19 responses	• Promote head office BCP activities for earthquake scenarios, and provide BCP education and training	

Compliance with Laws and Prevention of Bribery and Corruption

FY2024 Achievements	FY2027 Targets	Mid- to Long-term Targets, Initiatives, and Directions
• Ensured awareness of compliance and enhanced education and training programs (monthly publication of compliance news, training for new graduates and mid-career employees, level-specific compliance lectures, officer and executive compliance training, legal compliance monitoring, compliance assessments, etc.) • Jointly enhanced compliance across the Group (held a global compliance meeting, provided training support to sites in Japan, etc.) • Appropriately applied anti-bribery and anti-corruption (ABC) regulations (continued training, due diligence, risk assessments of ABC practices at offices in Japan and overseas, etc.) • Effectively developed and appropriately operated the whistle-blowing system (provided training for whistle-blower response personnel, etc.)	Continue implementing the following compliance initiatives: • Ensure awareness of compliance and enhance education and training programs • Jointly enhance compliance across the Group • Appropriately apply ABC regulations • Effectively develop and appropriately operate the whistle-blowing system	• Fully comply with and appropriately respond to the laws and regulations (including ABC laws) and judicial/administrative sanctions of the areas in which we operate, and international norms and ethics, etc.