

INPEX

*A New Wind
for Energy*



Sustainability Report 2022

for the Reporting Period January 1 - December 31, 2022

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Message from the President & CEO



INPEX will continue in its mission to provide a stable supply of diverse forms of sources in a sustainable way while facing the energy trilemma.

上田隆之

It is with sadness that I must once more commence my annual message by extending my sympathies to the many people affected by the conflict in Ukraine and the surrounding region. All of us at INPEX continue to hope a peaceful resolution to this situation is near.

Since last year, we have been facing an uncertain future with the tight supply of natural gas due to Russia's invasion of Ukraine. This challenge has reinforced our understanding that stable energy supply is essential to our lives and economic activity. At the same time, the whole world is facing the same energy trilemma—how to balance the sometimes contradictory demands of energy transition, energy security, and energy affordability. And by affordability, I mean stable access to energy, both in terms of quantity and price, for people all around the world. At INPEX, we have been working hard to identify the risks and opportunities of operating in this challenging business environment. We also understand our stakeholders are calling on us to deliver stable energy supplies and energy transition with a greater sense of urgency than ever before.

Against this backdrop, through Ichthys LNG in Australia and our other oil and gas projects around the world, we were able to deliver to our customers a record-high production volume of 622,000 barrels of crude oil equivalent per day in FY2022. It was also a year of sowing seeds for the future. We have been actively pursuing initiatives for our five net zero businesses, and invested around 80 billion Japanese yen in new renewable energy projects in FY2022, including offshore wind power generation in Europe and geothermal power generation in Indonesia. We also made the final investment decision on our integrated verification trial of hydrogen and ammonia production and use in Kashiwazaki City, Niigata Prefecture and we successfully bid on a concession for adopting carbon capture and storage at our Ichthys project.

In addition to climate change, we recognize the important role we play as an integrated energy company in addressing other key global environmental issues that have become increasingly diverse in recent years, such as biodiversity, water, and waste management. At the end of 2022, we revised our [Health, Safety and Environmental Policy](#) and announced specific commitments in three areas—[biodiversity conservation](#), [water management](#), and [waste management](#). For our businesses located in critical habitats, we will develop and implement Biodiversity Action Plans (BAP), including creating net positive impact.

Going forward, INPEX will continue in its mission to provide a stable supply of diverse forms of sources in a sustainable way.

Editorial Policy

/ About This Sustainability Report

We at INPEX CORPORATION (hereinafter, “INPEX” or “the Company”) use our Annual Report to assemble important information and report on our long-term value creation process and our 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, 2022, with certain sections including information from before or after this timeframe. **Starting from this year, the report title reflects the covered year instead of the issuance year, which was the case in previous years.**

/ Scope

INPEX CORPORATION and its 66 consolidated subsidiaries (as of December 31, 2022)

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

/ Publication Date

June 2023

(Previous report: June 2022, next report: June 2024)

/ Performance Data

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

/ Reference Guidelines

- Global Reporting Initiative (GRI) Standards
- ISO 26000

- IPIECA Oil and gas industry guidance on voluntary sustainability reporting
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- SASB (Sustainability Accounting Standards Board) Oil & Gas - Exploration & Production Standard

/ Reports and Publications

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

[Business Development Strategy: Towards a Net Zero Carbon Society by 2050](#)

[Long-term Strategy and Medium-term Business Plan \(INPEX Vision @2022\)](#)

[Integrated Report](#)

[Earnings Report](#)

[Annual Securities Report \(under the Tokyo Stock Exchange rules; in Japanese only\)](#)

[Corporate Governance Report](#)

[Basic Policies](#)

/ From the Editorial Team

This Sustainability Report is intended to serve as a key opportunity for us to communicate with our stakeholders. Please read it and share your feedback with us.



Editorial Team

DISCLAIMER

This Sustainability Report includes forward-looking information such as forecasts, estimates, targets, and plans based on the current assumptions and beliefs of the Company (INPEX CORPORATION and its partner companies) considering information available at the time of writing, and therefore involves uncertainties. Such uncertainties could cause the Company's actual results, performance, achievements, or position to be materially different from any forward-looking information expressed or implied herein. The Company undertakes no obligation to publicly update or revise any information in this Sustainability Report (including forward-looking information).

Feature 1: Highlight of the Year - Abu Dhabi

INPEX celebrated the 50th anniversary of the establishment of Japan Oil Development Co., Ltd. (JODCO) on February 22, 2023. Through this subsidiary, we have been engaging in oil development projects in the Emirate of Abu Dhabi within the United Arab Emirates (UAE). JODCO has focused on building a long-term multilayered relationship between Japan and Abu Dhabi, including through a range of social contribution activities across the three priority areas of education, the environment, and culture.

/ Social Contribution Activities to date



ENVIRONMENT



Preparing mangrove seedling pots for transplanting at Zirku Island in November 1999

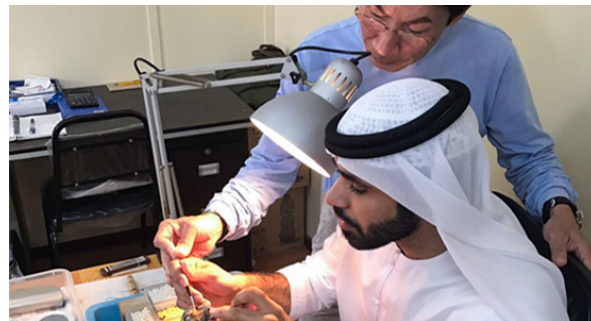
Mangrove Planting

Between 1999 and 2008, INPEX collaborated with the Environment Agency – Abu Dhabi (EAD) to implement a mangrove forestation project with the cooperation of Japanese experts.

We received the ADNOC HSE Award for our efforts in 2000.

Pearl Culturing

In 2006, the EAD asked INPEX to support the revival of local pearl farming, a practice that previously supported the economy in Abu Dhabi. Since this time, we have supported the transfer of Japan's pearl culturing technology with the help of Japanese experts.



Inserting pearl nuclei into Akoya oysters



EDUCATION



Children learning Kumon mathematics

Kumon Mathematics Program

From 1998 to 2006, we played an active role in introducing the Kumon method of learning mathematics to Abu Dhabi's primary school education authorities, restarting this initiative in 2018. From 2020, with students having to study at home due to the COVID-19 pandemic, all schools teaching the method commenced a tablet computer-based Kumon mathematics learning program. There are currently about 6,000 students studying the program at 10 schools across Abu Dhabi.

Japanese School in Abu Dhabi

Since 2006, together with other Japanese companies operating in Abu Dhabi, we have supported an initiative for Emirati children to enroll in the Japanese School in Abu Dhabi. In the spring of 2018, the first cohort of Emirati students—who entered the school's kindergarten program in 2006—celebrated their junior high school graduation. To date, the school has welcomed around 50 Emirati national students, many of whom have gone on to enroll in Japanese senior high schools and universities.



Group photo of Emirati students at the Japanese School in Abu Dhabi



UAE university students on a study tour in Japan

UAE University Students Training in Japan

Since 1993, INPEX has been supporting Emirati university students majoring in the fields of geology and petroleum engineering to travel to Japan for training in their specialist fields and Japanese culture. To date, we have supported a total of 199 students.

Solar Cars

We have provided a range of support to the Petroleum Institute (PI) Solar Car Team. This includes developing cooperative relationships between PI (now Khalifa University) and the Tokai University Solar Car Team, which has an excellent record in international races. In February 2015, PI finished in second place at the Abu Dhabi Solar Car Challenge, the first international solar car race to be held in the Middle East.



Khalifa University Solar Car Team, second placegetters in the inaugural Abu Dhabi Solar Car Challenge



Judo Japanese Ambassador's Cup award ceremony in 2021

Judo

Since 2016, we have supported judo instructors to travel from Japan to assist the training of Abu Dhabi-based judo athletes. We also sponsor the annual Judo Japanese Ambassador's Cup tournament in Abu Dhabi as part of efforts to promote the spread of judo.



CULTURE



A tea ceremony experience held at Emirates Palace

Chado, Japanese Tea Ceremony

We have worked with the Urasenke school of tea ceremony to jointly host Japanese tea ceremonies in Abu Dhabi. We have been striving to increase exchanges with local communities by introducing such traditional values and customs from Japan.

Japanese Falconry and Sword-making

We have been participating in the Abu Dhabi International Hunting and Equestrian Exhibition (ADIHEX) since 2004.

Over the years, we introduced a number of Japanese traditional cultural activities, including falconry and sword-making.



HE Ahmed Ali Al Sayegh, UAE Minister of State, meeting a Japanese falconer at the 2019 ADIHEX JODCO booth

/ Future Social Contribution Projects

Establishment of the INPEX JODCO Foundation

On the occasion of JODCO's 50th anniversary in 2023, we have established the INPEX JODCO Foundation with an endowment of three billion yen. The foundation paves the way for INPEX to help strengthen relations and promote mutual understanding and friendship between the UAE and Japan. This will be achieved through the empowerment of the Emirati society and implementation of activities advocating exchange between the UAE and Japan. As the first step of this initiative, the foundation has reached a memorandum of understanding on the UAE–Japan Falconer Friendship Program with the Emirates Falconers' Club of the UAE.

In addition to promoting cultural exchanges between Emirati and Japanese falconers, the foundation will study opportunities to conduct a variety of activities. These include initiatives focusing on mangrove-themed environmental education, Emirati youth development, wildlife conservation, and introducing Japanese culture such as the traditional tea ceremony and *manga* and *anime* to UAE audiences.

Sponsorship of teamLab Phenomena Abu Dhabi

As part of efforts to contribute to the enrichment of the UAE's cultural landscape, JODCO has reached a memorandum of understanding with the Department of Culture and Tourism – Abu Dhabi (DCT Abu Dhabi) to provide a one-billion-yen sponsorship of teamLab Phenomena Abu Dhabi. This experiential art space is being developed by DCT Abu Dhabi in partnership with Miral, Abu Dhabi's leading creator of immersive destinations and experiences, and Tokyo-based international art collective, teamLab. Construction is under way in Abu Dhabi's Saadiyat Cultural District and scheduled to be completed in 2024.

Once opened, we intend to invite Emirati youth to experience teamLab Phenomena Abu Dhabi to contribute to the development of their curiosity and imagination.



Illustration of the future teamLab Phenomena Abu Dhabi

Feature 2: Roundtable with Outside Officers

We recently held a roundtable inviting some of our outside officers and senior managers of relevant business functions to discuss the Company's progress over the past year to addressing the key sustainability issues and initiatives set out in our long-term strategy and medium-term business plan, INPEX Vision @2022. Participants also touched on the sustainability trends and challenges in their respective areas.



Kimihisa Kittaka

Director & Senior Managing Executive Officer, Senior Vice President, Corporate Strategy & Planning; Legal Affairs



Masako Takahashi

Manager, Climate Change Strategy group, Corporate Strategy & Planning Unit



Hiroko Kiba

Audit & Supervisory Board Member (Outside)



Yuko Mori

Deputy Manager, PR group, Corporate Strategy & Planning Unit



Hideka Morimoto

Director (Outside)



TOPIC 1

/ Evaluation of INPEX's Energy Transition Initiatives



Kittaka

It has been just over a year since INPEX announced its Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022). From your perspective as outside officers, what is your impression of the progress that has been made to date?



Morimoto

Although last year was only the first year of INPEX Vision @2022, I believe the Company has already achieved steady progress across its oil and gas business and five net zero businesses. Despite unsettled conditions worldwide resulting from the situation in Ukraine, we were able to achieve stable operations at each of our projects, including Ichthys LNG. We have been able to fulfill our important role in the stable supply of energy.

We have also spent much time at Board of Directors meetings discussing our five net zero businesses, and I believe we are boldly progressing in this space with many exciting new initiatives, such as launching an integrated hydrogen and ammonia demonstration project in Kashiwazaki City, Niigata Prefecture—which, if successful, we hope will have broader application in society.

Of course, we need to set up initiatives across all five net zero business areas, but carbon capture and storage (CCS) and carbon capture, usage, and storage (CCUS), as well as hydrogen/ammonia, are the areas expected to be particularly synergistic with our own technologies and knowledge.

Back in January this year, we held a meeting of the Board of Directors in Abu Dhabi, the United Arab Emirates (UAE), where INPEX is developing and producing oil and clean energy such as hydrogen and ammonia. During an opinion exchange, the UAE Minister of Industry and Advanced Technology, Sultan Ahmed Al Jaber, expressed hopes to continue deepening and strengthening partnerships with INPEX in the areas of energy transition, decarbonization, hydrogen, and clean energy development. I feel this meeting in Abu Dhabi was an opportunity to further strengthen ties between our two countries by new opportunities to partner in our net zero businesses in addition to the existing areas of oil and natural gas.



Kiba

In 2022, the situation in Ukraine caused widespread anxiety across Japan in relation to energy supply. I think both the Company and its employees should be proud of the fact that we were able to deliver stable supplies of oil and natural gas under such circumstances. I did have above thought during my visit Abu Dhabi.

This past year, we have also been extremely active in our five net zero businesses. The demonstration project Mr. Morimoto mentioned earlier is just one example of how we can fulfil our social responsibility by becoming a leading company in the hydrogen and ammonia field. What we should be mindful of going forward is how we communicate these initiatives to our various stakeholders. In particular, I think it is important we actively share INPEX Vision @2022 with our employees to ensure they understand and support our mindset. It is only when all

employees work together with a can-do attitude that we can move along the path to success. We also need to make the public aware of INPEX Vision @2022 and its associated initiatives to enhance our corporate value.

Since January this year, we have provided support for the television program “Promise with the Earth – Sceneries Engraved in the Heart ^①”, which showcases the beauty of nature across Japan, and the various environmental conservation activities being undertaken across the country. I believe this program has great value for us. Sponsorship of such a quality program will increase our visibility and improve our corporate image. Going forward, I would like to see more programs that highlight our position on different matters, including our plans for future engagement with nature.

^① Broadcast on the Fuji Network across the Kanto area and Niigata Prefecture, Japan.



We have also spent much time at Board of Directors meetings discussing our five net zero businesses, and I believe we are boldly progressing.

Hideka Morimoto



Kittaka

Climate change response is one of the pillars of our business; however, discussions within the company tend to be biased towards risks that need to be addressed to maintain stable supply from our upstream business operations. For this reason, we have appointed Mr. Morimoto to our Board of Directors, where we can discuss climate change strategies based on his deep knowledge of this field. In discussions with our Executive Officers, he has been a driving force in treating our climate change response through our five net zero businesses as a profit-making opportunity. His encouragement is very reassuring as we continue to promote initiatives in this area over the coming year.

Likewise, our Executive Officers have really appreciated Ms Kiba's support in providing consistent guidance on the importance of communication with stakeholders, including employees. This began with discussions about two years ago that led to the creation of our current INPEX Vision @2022. I feel there is a growing awareness in the company, including among top management, that we need to be more proactive in communicating both internally and externally.

I believe all of our outside officers truly embody their roles to promote change to our Executive Officers, through Board of Directors meetings and other discussions. I look forward to your continuing support.



I believe all of our outside officers truly embody their roles to promote change to our Executive Officers, through Board of Directors meetings and other discussions.

Kimihisa Kittaka



TOPIC 2

/ Disclosure and Communication of INPEX's Non-financial Information



Kittaka

The two main ways we disclose information is through our Integrated Report and Sustainability Report, coupled with use of our online resources. In communicating non-financial information, such as our climate change response, we need to carefully choose our words while taking third-party evaluations into consideration. What advice do you have in terms of information disclosure and communication?

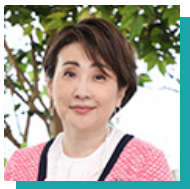


Morimoto

With our Integrated Report and other INPEX reports being based on INPEX Vision @2022, I think we are clearly conveying our future vision to stakeholders. Since the disclosure of information on climate change response in Japan has become legally binding this year—as in the case of mandatory disclosure in annual securities reports—individual companies will be asked how they respond to climate change. Such disclosures will enable not only investors and financial institutions, but employees as well, to understand the current and future situation at their companies. Accordingly, the work of our public relations and investors relations (IR) functions will become increasingly important.

New trends in areas such as circular economy^② and biodiversity are also beginning to emerge. For example, disclosures on biodiversity are now mandatory for companies operating in France, so it is possible we will see a similar trend in Japan before long. There is more work to be done going forward, but I believe the company is well prepared for this so long as we keep up our current efforts.

^② Circular economy: A socioeconomic system that maximizes efficient and circular use of resources (including use of recycled materials) and effective use of stock (including product sharing and secondary distribution) across the full market lifecycle



Kiba

I suspect there will be increasingly more work for us all as the number of areas in which we can create value as a company increases, such as in water management or biodiversity conservation. However, I think we should also be more proactive in highlighting the positive aspects of our business.

My message to my colleagues all along has been that, regardless of the medium, whether reports or advertising, our efforts are pointless if we are unable to convey our meaning to others. Specifically, I want technical language to be rephrased into language that anyone can understand. When disclosing information on power generation capacity, alongside the actual units, I suggested we also include expressions that convey a sense of scale to the general public, such as “enough energy to meet the demands of such-and-such prefecture”. I am glad to say that each of my suggestions was quickly adopted. I think a particular strength of the Company is its willingness to consider new ideas and to respond promptly and flexibly.



Morimoto

Something I understand only too well in my work as a university professor is, as Ms. Kiba says, “the importance of conveying rather than communicating information.” One-way communication does not work.



Kittaka

Thank you for your various perspectives. We will definitely continue to work diligently to disclose information on our climate change response. On the other hand, we are being required lately to disclose information that is rather difficult to quantify, such as our investment plans for the coming 20 to 30 years. We have to be careful in our conversations to ensure people understand the reason for such challenging disclosures.

As Ms. Kiba also mentioned, lately we have been using our website as needed to post information that we want our stakeholders to know, even for small matters. We need to continue such communications while considering the perspectives of all stakeholders.

Two of our employees, Ms. Takahashi and Ms. Mori, are with us today. As they are both engaged in information disclosure and communications related to climate change response and public relations (PR), I would like to ask them for their thoughts about what has been said so far.



Takahashi

Since climate change response is a company-wide effort, I think smooth communication with all internal divisions is important. For example, discussions related to climate change include extensive use of Western languages and abbreviations, so when talking to other divisions, we try to carefully explain the topics while avoiding such words and abbreviations. In addition, in terms of the five net zero businesses we are currently promoting, we not only communicate externally, but we are also working hard on measures that raise awareness internally, such as videos and internal newsletters.

Meanwhile, the required content and depth of information required for disclosures to the outside world varies widely, and to be honest, it is unlimited. At such times, we go back to the beginning and ask ourselves who the information is for and what is the purpose. Disclosure rules for climate change response are currently moving toward global standardization. We will be sure to support any changes that are efficient and effective for both the parties making the disclosures and the parties receiving them.

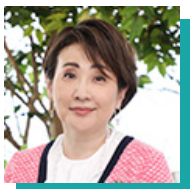
**Mori**

We consider that the mission of our public relations activities is to promote a deep understanding of our business and the direction our company for both internally and externally. To that end, we actively engage in public relations on a daily basis through various medias including our website and social media. However, since outline of energy industry is not broadly well-known to public and often includes technical terms and specialized topics that are commonly used within the company, we often find that it is difficult for the audience to comprehend. Therefore, we make an effort to use plain language as much as possible and take care to use expressions that allow the readers to correctly understand what we are saying and to convey that information properly. We also want INPEX employees and employees of INPEX Group companies to feel a sense of affinity with our PR and advertising activities. This is why we consider it important to conduct surveys on PR and advertising activities and reflect the opinions of our stakeholders.



Our efforts are pointless if we are unable to convey
our meaning to readers.

Hiroko Kiba

**Kiba**

Listening to you two today, I am confident that there is nothing to worry about. From what you describe, I can see you are closely considering your employees, who are important stakeholders, in your initiatives.



Since climate change response is a company-wide
effort, I think smooth internal communication is
important.

Masako Takahashi





We consider it is important to reflect the opinions of our stakeholders.

Yuko Mori



Kittaka

I also believe information from employees like Mr. Takahashi and Mr. Mori, who are close to the frontline and know the Company better than anyone, will resonate with many people. Thank you all again for sharing your various insights today. We will endeavor to have many more opportunities like this for active exchanges of ideas between our Executive Officers and outside officers.

We will also continue our work to expand our range of information disclosures and accelerate initiatives for INPEX Vision @2022.

Sustainability Management

/ Our Policy

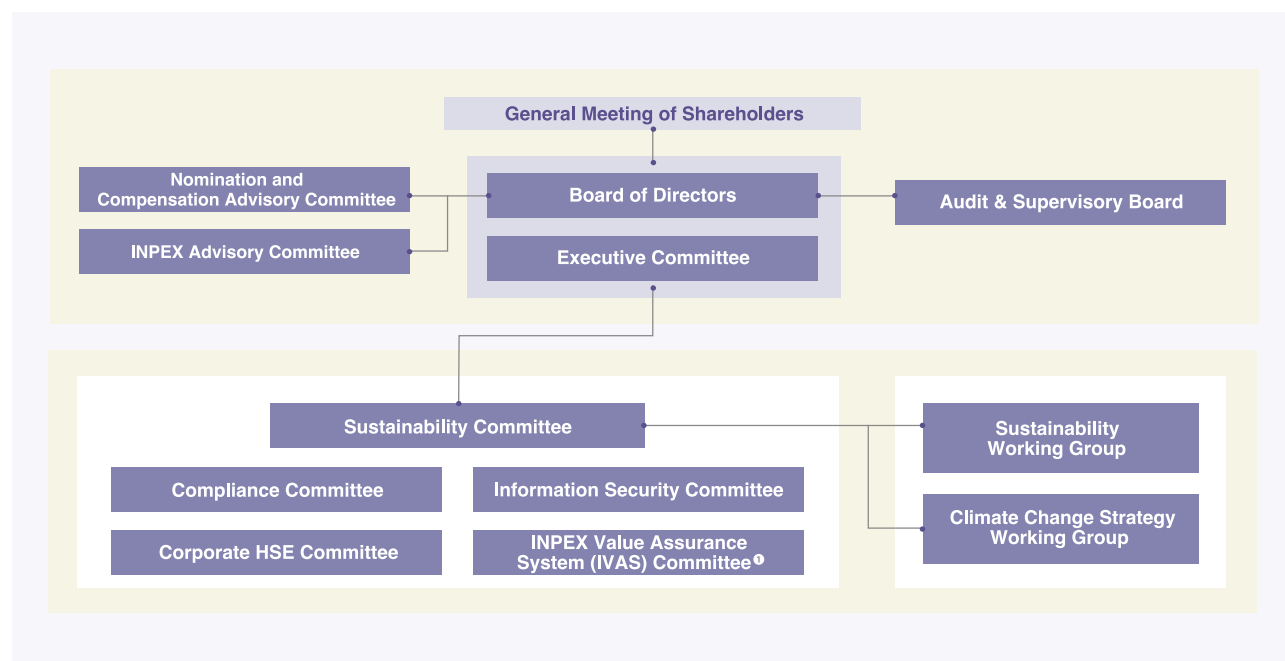
INPEX's basic approach to sustainability management is to promote both a stable supply of energy and energy transition initiatives, and address climate change and other sustainability issues through our business and value chains. Our sustainability management activities focus on the issues of greatest importance to our business and our stakeholders—our Material Issues.

Sustainability Governance Structure

Chaired by the INPEX Representative Director, President & CEO, our Sustainability Committee was established to clearly communicate our executive management's vision for sustainability, discuss basic policies for sustainability, and promote Group-wide and systematic sustainability practices. The members include Representative Directors, the head of the General Administration Division, and the head of the Corporate Strategy & Planning Division (Vice-chair of the Sustainability Committee). The Chairs of our Compliance Committee and Corporate HSE Committee also attend the meetings to facilitate collaboration with their respective committees. The Sustainability Committee met twice in FY2022, and the matters addressed at those meetings were also discussed at Executive Committee and Board of Director meetings.

Under the Sustainability Committee, we have established a Sustainability Working Group and Climate Change Strategy Working Group, which each comprise operational-level members from various divisions to support Group-wide, cross-sectional consultation.

/ Sustainability Governance System



^① INPEX Value Assurance System: A committee that supports INPEX's project promotion and value enhancement decision-making process

United Nations Global Compact

We have been a signatory to the United Nations Global Compact since 2011 and declared our support for its Ten Principles in the four 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.

10 Principles of the UN Global Compact

Human Rights

- Businesses should support and respect the protection of internationally proclaimed human rights; and
- make sure that they are not complicit in human rights abuses.

Labor Standards

- Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- the elimination of all forms of forced and compulsory labor;
- the effective abolition of child labor; and
- the elimination of discrimination in respect of employment and occupation.

Environment

- Businesses should support a precautionary approach to environmental challenges;
- undertake initiatives to promote greater environmental responsibility; and
- encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Businesses should work against corruption in all its forms, including extortion and bribery.

Further information can be found at the [United Nations Global Compact](#) website.

Engaging with Industry Associations

To support our business and sustainability objectives, INPEX is an active member of the International Association of Oil & Gas Producers (IOGP), Australian Petroleum Production & Exploration Association (APPEA), and Ipieca.

Through our membership and participation in these initiatives, we aim to continuously improve our business practices and governance, as well as our safety, environmental, economic and social performance.

Aligned with our own Corporate Position on Climate Change, each of these organizations is positioned to support energy transition consistent with the objectives of the Paris Agreement.

Within Japan, we are members of the Japan Petroleum Development Association, 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 additionally support our efforts to build sound and appropriate relationships with governments and administrative authorities by presenting a collective voice on key matters within the energy industry.

Other initiatives in which we participate include the Extractive Industries Transparency Initiative (EITI)—which aims to increase transparency and improve natural resource management in oil, gas and mineral producing countries—, Challenge Zero (Challenge Net Zero Carbon Innovation)—an initiative led by the Japan Business Federation (Keidanren)—, New Energy Foundation and Japan Hydrogen Association that challenges groups and organizations in Japan and abroad to take concrete innovation actions to help achieve a decarbonized society.

Identification of Material Issues and Prioritization Process

We have identified six of the seven core sustainability themes in ISO 26000 as areas of high importance for INPEX and our stakeholders, and these form our Material Issues. Our materiality assessments are conducted on the basis of double materiality, whereby we identify and prioritize issues that may have a significant impact not only on our sustainability as a business, but also on external stakeholders or the environment.

/ The six of the sustainability themes



Governance



Compliance



Climate Change



HSE



Local Communities



Human Capital

We have also identified priority actions (Key Tasks) for each Material Issue area and embedded these Key Tasks into our PDCA cycle to enable continuous improvement. In 2017, we reviewed and revised each Key Task through a four-step prioritization process (1. Issue identification and gap analysis; 2. Stakeholder dialogue; 3. Issue prioritization; and 4. Management review). This review also incorporated the perspective of the United Nations Sustainable Development Goals (SDGs). ^①

In March 2022, we reviewed our Key Tasks based on conversations with major stakeholders that had been conducted together with the announcement of our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) the previous month.

Our Material Issues and Key Tasks are reviewed annually through engagement with internal and external stakeholders. The results are approved by the Sustainability Committee chaired by the Representative Director, President & CEO and reported to the Board of Directors.

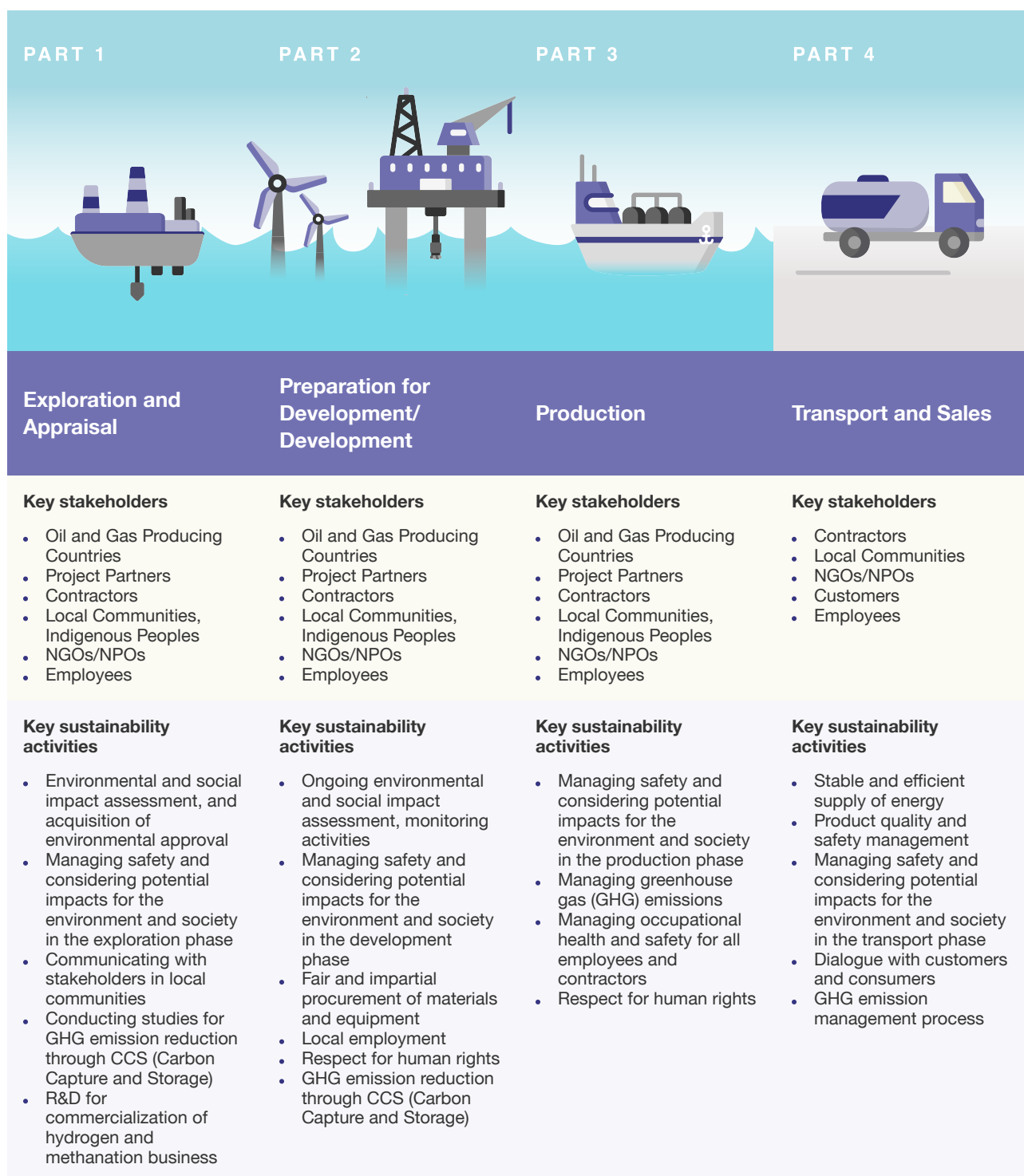
① Sustainable Development Goals (SDGs): 17 goals and 169 targets adopted by the United Nations Sustainable Development Summit in September 2015 that represent common goals for ending poverty, protecting the planet, and ensuring that by 2030 all people enjoy peace and prosperity

/ INPEX Key Tasks

- Strengthening our governance structure
- Strengthening our risk management structure
- Respect for human rights
- Compliance with laws and regulations and prevention of bribery and corruption
- Supply chain risk management
- Prevention of major incidents
- Ensuring occupational health and safety
- Biodiversity conservation and water risk management
- Implementation of impact assessments on local and indigenous communities and measures to reduce impact
- Contribution to local economies
- Promoting the achievement of climate change response targets and disclosing information based on TCFD recommendations
- Development of five net zero businesses
 - Hydrogen/ammonia
 - CCUS
 - Renewable energy
 - Carbon recycling & new business
 - Forest conservation
- Cleaner oil and gas business and transition to natural gas
- Making INPEX the best place to work

/ Energy Development Value Chain

This page shows our major stakeholders and the typical activities that should be undertaken in fulfilling our social responsibilities in each value chain/stage of our energy development business.



/ Engagement with Stakeholders



Project Partners

Engagement approach

- Regular meetings
- Regular communication

Key engagement in FY2022

- Participation in operating committees, technical committees, and subcommittees for project decision making
- Discussions with operators for cost reduction

Expectations/requirements identified through stakeholder engagement

- Legal compliance, prevention of bribery and corruption
- Management of business activity risks
- Respecting human rights



Contractors, Suppliers

Engagement approach

- Presentation of qualification criteria to prospective suppliers
- Briefings on qualifications
- Regular meetings
- HSE audits
- CSR audits

Key engagement in FY2022

- Provision of fair, equitable, and transparent participation opportunities for prospective suppliers
- Annual INPEX HSE Awards
- Strengthening supply chain management (implementation of supplier self-evaluation survey for major suppliers and contractors in Japan)
- Conducting CSR audit to suppliers

Expectations/requirements identified through stakeholder engagement

- Strengthening the risk management system
- Legal compliance, prevention of bribery and corruption
- Supply chain environmental and social due diligence
- Prevention of major incidents
- Ensuring occupational health and safety
- Respecting human rights



Customers

Engagement approach

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

Key engagement in FY2022

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

Expectations/requirements identified through stakeholder engagement

- Legal compliance, prevention of bribery and corruption
- Transition to clean energy



Shareholders and Investors

Engagement approach

- General Meeting of Shareholders, briefings and exhibitions, investor relations (IR) meetings
- Issuance of reports (earnings report, earnings presentation materials, securities report, Integrated Report, sustainability report, fact book, investor notes, etc.)

Key engagement in FY2022

- General Meeting of Shareholders, financial result briefings (biannual, February and August), IR meetings (228 meetings held) and briefings for individual investors
- Timely, appropriate, and fair information disclosure through the corporate website and content updates (4,500 website hits daily, 117 press releases and 21 articles on Sustainability topics published)

Expectations/requirements identified through stakeholder engagement

- Strengthening our governance structure
- Enhancing our risk management system
- Strengthening climate-related risk management



Local Communities, Indigenous Peoples

Engagement approach

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

Key engagement in FY2022

- Social investment in response to local community needs (total expenditure: about 3 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
- Conducting an environmental and social impact assessment (ESIA) in Indonesia
- Presentations and site visits for junior high school students in Japan

Expectations/requirements identified through stakeholder engagement

- Respecting human rights
- Proper management of water and biodiversity conservation
- Managing impacts on local and indigenous communities
- Contributing to local economies



NGO · NPO

Engagement approach

- Information gathering to respond to global social issues
- Round-table discussions

Key engagement in FY2022

- Support for NGOs/NPOs through employee fundraising activities
- Participation in webinars hosted by NGOs/NPOs

Expectations/requirements identified through stakeholder engagement

- Respecting human rights
- Contributing to local economies
- Transition to clean energy
- Strengthening climate-related risk management
- Co-operations 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 FY2022

- Regular meetings with managers
- Regular engagement with labor unions
- Various training programs (averaging 71 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 (12 issues)
- INPEX HSE Awards, INPEX Paper Award
- SVP/General Manager Award

Expectations/requirements identified through stakeholder engagement

- Managing occupational health and safety
- Human resource development and employee motivation
- Promoting diversity
- Respecting 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 FY2022

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

Expectations/requirements identified through stakeholder engagement

- Legal compliance, prevention of bribery and corruption
- Prevention of major incidents
- Contributing to local economies
- Cleaner oil/gas operations and transition to natural gas

/ Sustainability Material Issues: Targets and Achievements

Governance



/ Improvement of our governance structure

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Enhanced our corporate governance structure through appropriate operation of the Board of Directors, and evaluated the effectiveness of the Board of Directors and continued the PDCA cycle Responded to revisions of the Companies Act and the Corporate Governance Code, and to Tokyo Stock Exchange reforms 	<ul style="list-style-type: none"> Enhance the corporate governance structure through appropriate operation of the Board of Directors, and evaluate the effectiveness of the Board of Directors and continue the PDCA cycle Respond to revisions of the Companies Act and the Corporate Governance Code, and to Tokyo Stock Exchange reforms Build relationships between the Board of Directors and local stakeholders, such as partners and local communities (including holding Board of Directors meetings in countries in which we operate) 	<ul style="list-style-type: none"> Strengthen the corporate governance structure, including enhancement of the supervisory role of the Board of Directors Continue to deepen discussions by the Nomination and Compensation Advisory Committee toward achieving further diversity of the Board of Directors, and provide feedback on those discussions to the Board Enhance discussions on management strategies based on INPEX Vision @2022, its associated Medium-term Business Plan, and anticipated future business development, and monitor the progress made
<ul style="list-style-type: none"> Published a skill matrix for Directors Introduced and implemented a new system of officer compensation aligned with key goals of the Medium-term Business Plan Discussed the nomination and compensation of Directors with the appropriate involvement of the Nomination and Compensation Advisory Committee 	<ul style="list-style-type: none"> Publish a skill matrix for Directors and Audit & Supervisory Board Members Enhance training, etc. for newly appointed officers Discuss the nomination and compensation of Directors with the appropriate involvement of the Nomination and Compensation Advisory Committee 	
<ul style="list-style-type: none"> Strengthened management of global tax risks, arising out of overseas sites' operations and cross-border transactions, through appropriate operation of the tax governance structure 	<ul style="list-style-type: none"> Assess state of tax compliance in each country through centralized management of tax information 	

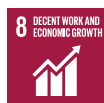
Improvement of our risk management structure

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> ● Held 10 INPEX Value Assurance System (IVAS) Committee meetings ● Provided the Board of Directors with an executive summary of risk assessment results for major projects 	<ul style="list-style-type: none"> ● Hold 25 IVAS Committee meetings ● Provide the Board of Directors with an executive summary of risk assessment results for major projects 	<ul style="list-style-type: none"> ● Continue to monitor mitigation/management plans for material risks and issues identified by each division under the Medium-term Business Plan and their implementation
<ul style="list-style-type: none"> ● Held two Information Security Committee meetings ● Held two training sessions on targeted email attacks ● Conducted an e-learning lesson on information security ● Conducted a security assessment of operating systems 	<ul style="list-style-type: none"> ● Hold two Information Security Committee meetings ● Hold two training sessions on targeted email attacks ● Conduct an e-learning lesson on information security ● Conduct a security assessment of operating systems 	
<ul style="list-style-type: none"> ● Promoted head office-based business continuity management (BCM) activities for earthquake scenarios, and provided BCM education and training for employees ● Implemented and operated a COVID-19 crisis response structure under the Corporate Crisis Management Team 	<ul style="list-style-type: none"> ● Promote head office-based BCM activities for earthquake scenarios, and provide BCM education and training for employees ● Revise the head office business continuity plan (BCP) for infectious disease scenarios based on examination and assessment of COVID-19 responses 	

Supply Chain Risk Management

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> ● Published Supplier Code of Conduct ● Continued self-assessment surveys (including questions on human rights and anti-bribery and anti-corruption (ABC) measures) by major domestic suppliers and contractors ● Continued risk assessment of major suppliers and contractors (including with regard to human rights and ABC measures), and improved the methods used for risk assessment ● Participated in the supply chain subcommittee of the Global Compact Network Japan 	<ul style="list-style-type: none"> ● Continue self-assessment surveys (including questions on human rights and ABC measures) by major domestic suppliers and contractors ● Continue risk assessment of major suppliers and contractors (including with regard to human rights and ABC measures), and improve the methods used for risk assessment ● Participate in the supply chain subcommittee of the Global Compact Network Japan 	<ul style="list-style-type: none"> ● Strengthen supply chain risk assessment and compliance

Compliance



Respect for human rights

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Published respective FY2021 statements pursuant to the United Kingdom Modern Slavery Act 2015 and the Australian Modern Slavery Act Continued to conduct human rights training Continued risk assessment of major suppliers and contractors (including with regard to human rights), and improved the methods used for risk assessment, together with the procurement departments and departments responsible for sustainability 	<ul style="list-style-type: none"> Publish respective FY2022 statements pursuant to the United Kingdom Modern Slavery Act 2015 and the Australian Modern Slavery Act Continue to conduct human rights training Improve the methods used for risk assessment of major suppliers and contractors (including with regard to human rights) 	<ul style="list-style-type: none"> Fully comply with and appropriately respond to the laws and regulations, including ABC laws, of the areas in which we operate, judicial/ administrative sanctions, international norms and ethics, and full respect for human rights Continue human rights due diligence

Compliance with laws and prevention of bribery and corruption

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Ensured awareness of compliance and enhanced education and training programs (e-learning lessons, compliance awareness surveys and training based on the survey results, response to revisions of the Whistleblower Protection Act, etc.) Bolstered global compliance structures (continued operation of the INPEX Global Hotline, etc.) Ensured awareness and enhanced operation of ABC regulations (continued training, due diligence, risk assessments of ABC practices at domestic and overseas offices, etc.) 	<ul style="list-style-type: none"> Ensure awareness of compliance and enhance education and training programs (e-learning lessons, officer training, compliance assessments, etc.) Bolster global compliance structures (continued operation of the INPEX Global Hotline, etc.) Ensure awareness and enhance operation of ABC regulations (continued training, due diligence, risk assessments of ABC practices at domestic and overseas offices, etc.) 	<ul style="list-style-type: none"> Fully comply with and appropriately respond to the laws and regulations, including ABC laws, of the areas in which we operate, judicial/ administrative sanctions, international norms and ethics, and full respect for human rights Continue human rights due diligence

Climate Change



Promotion of climate change response goals and disclosures based on TCFD recommendations

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Continued to achieve a CDP Climate Change A- score Reduced net carbon intensity in FY2022 to 28kg-CO₂e/boe Achieved methane emissions intensity (methane emissions / natural gas production) of 0.06%, which was below our target of about 0.1% 	<ul style="list-style-type: none"> Continue to achieve a CDP Climate Change A- score Reduce net carbon intensity by 10% (4.1kg-CO₂e/boe) or more between FY2022 and FY2024 Check details of emissions reduction measures in individual projects for achieving the FY2030 target for net carbon intensity 	<ul style="list-style-type: none"> Reduce net carbon intensity by 30% or more by FY2030 Achieve zero routine flaring by FY2030 Maintain methane emissions intensity (methane emissions / natural gas production) at its current low level (about 0.1%)

Promotion of five net zero businesses

	FY2022 achievements	Targets to FY2023-24	Targets to FY2030
Hydrogen and ammonia	<ul style="list-style-type: none"> Made final investment decision (FID) for drilling wells and constructing aboveground facilities for the integrated verification trial of hydrogen and ammonia production and use in Kashiwazaki City, Niigata Prefecture, Japan. Conducted joint research on commercial feasibility of clean ammonia production in Abu Dhabi Currently working with a local power generator in Australia to conduct a study on hydrogen export and hydrogen-based methanation 	<ul style="list-style-type: none"> We are currently procuring materials and equipment for ground preparation, CO₂ injection, production, and observation well drilling for the hydrogen and ammonia production demonstration project in Kashiwazaki City, Niigata Prefecture, Japan. Our plan is to begin operations in 2025. Continue to study the commercialization potential of a clean ammonia production project in Abu Dhabi Consider and launch new projects in Japan and overseas 	<ul style="list-style-type: none"> Commercialize three or more projects Aim for hydrogen and ammonia production and supply of 100,000 tons/year or more
CCUS	<ul style="list-style-type: none"> Began well drilling for a CO₂ EOR verification trial in the Minamiaga Field Office and completed work in January 2023 Awarded rights to operate G7-AP offshore GHG assessment block in Northern Territory, Australia Participated in the CCS Long-Term Roadmap Study Group, organized by the Ministry of Economy, Trade and Industry, and in developing a framework for commercialization of CCS in Japan 	<ul style="list-style-type: none"> Conduct injection testing in FY2023 for a CO₂ EOR verification trial in the Minamiaga Field Office and consider moving to the next phase Consider and launch new projects in Japan and overseas Progress assessments and other preparations to introduce CCS at Ichthys LNG 	<ul style="list-style-type: none"> Achieve annual CO₂ injection volume of 2.5 million tons or more Become a leading company in CCUS by promoting technical development and commercialization
Wind power generation	<ul style="list-style-type: none"> Joined Luchterduinen and Borssele III/IV offshore wind power projects in the Netherlands 	<ul style="list-style-type: none"> Progress development of offshore wind power business, and construction for floating offshore wind power project offshore Goto City, Nagasaki Prefecture, Japan Ensure stable operations and expand business at European wind power projects 	<ul style="list-style-type: none"> Secure 1–2 gigawatt-scale installed capacity, mainly in the offshore wind and geothermal power generation business Accelerate business expansion using assets acquired through M&A and other means as a platform

	FY2022 achievements	Targets to FY2023-24	Targets to FY2030
	<ul style="list-style-type: none"> Established the London office of INPEX Renewable Energy Europe Limited, a subsidiary in the United Kingdom in charge of wind farms in Europe, which was established in November 2021, and began work through this office Began construction for floating offshore wind power project off Goto City, Nagasaki Prefecture, Japan 	<ul style="list-style-type: none"> Generate business opportunities in Southeast Asia, Australia, and the United States 	
Geothermal power generation	<ul style="list-style-type: none"> Acquired new concessions at Muara Laboh Geothermal Power Project in Indonesia Opened Jakarta office of INPEX Geothermal, Ltd. Made FID for Oyasu Geothermal Power Project, Akita Prefecture, Japan 	<ul style="list-style-type: none"> Carry out additional development at Muara Laboh Geothermal Power Project in Indonesia Progress construction for Oyasu Geothermal Power Project Progress exploration of geothermal energy in other regions, including Indonesia and Japan 	
Carbon recycling and new business	<ul style="list-style-type: none"> Moved to EPC (engineering, procurement, and construction) work for methanation technical development project Considered large-scale methanation facilities in Australia, etc. Entered and won first prize, together with the University of Tokyo, in an international competition for artificial photosynthesis Invested in CarbonOrO Holding, a company developing CO₂ capture technologies Conducted several test flights using drones to inspect our facilities 	<ul style="list-style-type: none"> Construct a plant for planned 2025 launch of synthetic methane production as a methanation technical development project Pursue further R&D in artificial photosynthesis Use drones to inspect our facilities 	<ul style="list-style-type: none"> Promote the adoption of methanation in society Supply about 60,000 tons of synthetic methane annually via our pipeline network

	FY2022 achievements	Targets to FY2023-24	Targets to FY2030
Forest conservation	<ul style="list-style-type: none"> Continued support for Indonesia's Rimba Raya Biodiversity Reserve REDD+ project Created a forestation credit screening form (improved the process) 	<ul style="list-style-type: none"> Participate in and pursue development opportunities for forest conservation projects Acquire about 1.5 million tons of forestation credits per year from leading forest conservation projects 	<ul style="list-style-type: none"> Secure about 2 million tons of forestation credits per year from forest conservation projects by FY2030 through project participation, development, etc.

Cleaner oil and gas business and transition to natural gas

	FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
Australia	<ul style="list-style-type: none"> Adopted measures to minimize flaring during production and fuel gas consumption at the Ichthys LNG Project, and promoted low-carbon operations 	<ul style="list-style-type: none"> Aim to further increase the current LNG production capacity to build a structure capable of stably producing 9.3 million tons per year at the Ichthys LNG Project 	<ul style="list-style-type: none"> Increase gas ratio of portfolio by raising gas investment ratio to about 70%
Abu Dhabi	<ul style="list-style-type: none"> In addition to starting to use clean power at some onshore facilities, worked with the Abu Dhabi National Oil Company to adopt clean power, including using onshore clean power to supply offshore facility power needs 	<ul style="list-style-type: none"> Aim to further reduce production costs by optimizing personnel allocation and introducing new technologies, and supply offshore facilities with clean power 	<ul style="list-style-type: none"> Make our projects cleaner by achieving zero routine flaring, introducing carbon capture, usage, and storage and renewable electricity, conserving energy, utilizing forestation credits, etc.
Norway	<ul style="list-style-type: none"> Commence power generation at the Hywind Tampen floating wind farm Expanded the volume of carbon neutral gas sold 	<ul style="list-style-type: none"> Promotion of low-carbon business by starting power generation at the Hywind Tampen floating wind farm and power provision to the Snorre oil field and the pursuit of the potential for reducing CO₂ emissions from oil and gas production plants by using power supplied from onshore hydroelectric power generation Expanded the volume of carbon neutral gas sold 	

HSE



Prevention of major incidents

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Reduced the number of incidents by: issuing incident bulletins; drawing lessons from incidents; statistically analyzing and benchmarking incidents; strengthening incident cause investigation; promoting the introduction of safety leading indicators; and conducting interviews with contractors and developing safety moments in relation to Life-saving Rules (LSRs) to expand activities to not only operational organizations but to contractors, domestic subsidiaries, INPEX Technical Research Center, and Akasaka Head Office as well Enhanced process safety and asset integrity management by conducting HSE reviews and providing technical support (bowtie analyses, safety case reviews, etc.) at operator projects, and by commencing measurement and monitoring of Tier 3 and Tier 4 leading indicators 	<ul style="list-style-type: none"> Strengthen incident prevention efforts by: issuing incident bulletins; drawing lessons from incidents; and promoting LSRs, other internal campaigns, and the introduction of safety leading indicators Further improve process safety management through systemic programs by: conducting HSE reviews and providing technical support (bowtie analyses, safety case reviews, etc.) at operator projects and commencing measurement and monitoring of Tier 3 and Tier 4 leading indicators Implement HSE risk management and HSE management for the five net zero businesses 	<ul style="list-style-type: none"> Ensure compliance with LSRs for safety in high-risk operations, strengthen process safety management, and completely eliminate major incidents Carry out actions that help improve HSE management <ol style="list-style-type: none"> Senior management executives demonstrate HSE leadership Contribute to carbon-reduction projects through HSE management Perform thorough risk management Strengthen incident prevention efforts Prevent leaks from facility processes Prepare for emerging threats Help to address global environmental challenges and create environmental value Reinforce infection control measures

Securing of occupational health and safety

FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
<ul style="list-style-type: none"> Strengthened HSE management at worksites by: formulating/ implementing an action plan based on the results of the HSE culture survey; reinforcing coordination between corporate divisions and operator projects; and holding an HSE Forum to share good practices and issues Strengthened health management by: driving the creation of a health management activities platform; and developing COVID-19 Risk Screening for Overseas Travelers to review risks for traveling on business trips as a response to COVID-19 	<ul style="list-style-type: none"> Demonstrate HSE leadership by: implementing an action plan based on the results of the HSE culture survey; reinforcing coordination between corporate divisions and operator projects; and holding an HSE Forum Strengthen health management by: standardizing health management activities; strengthening mental health management; and standardizing infectious disease management 	<ul style="list-style-type: none"> Ensure compliance with LSRs for safety in high-risk operations, strengthen process safety management, and completely eliminate major incidents Carry out actions that help improve HSE management <ol style="list-style-type: none"> Senior management executives demonstrate HSE leadership Contribute to carbon-reduction projects through HSE management Perform thorough risk management Strengthen incident prevention efforts Prevent leaks from facility processes Prepare for emerging threats Help to address global environmental challenges and create environmental value Reinforce infection control measures

Biodiversity conservation and water risk management

	FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
Biodiversity conservation	<ul style="list-style-type: none"> Established and published our biodiversity conservation policy and commitment Continued biodiversity conservation activities and monitoring by: conducting a survey of biodiversity in Japan, etc. Updated the database of protected areas for project areas 	<ul style="list-style-type: none"> Identify risks and opportunities related to biodiversity Consider establishing targets and making disclosures in compliance with requirements such as the Taskforce on Nature-related Financial Disclosures (TNFD) Implement biodiversity conservation initiatives in project areas 	<ul style="list-style-type: none"> Ensure compliance with LSRs for safety in high-risk operations, strengthen process safety management, and completely eliminate major incidents Carry out actions that help improve HSE management <ol style="list-style-type: none"> Senior management executives demonstrate HSE leadership
Water risk management	<ul style="list-style-type: none"> Established and published our water risk management policy and commitment Updated water stress assessments in project areas Assessed the current state of water balance and aggregated/analyzed data on the volume of freshwater/seawater intake and use in our projects 	<ul style="list-style-type: none"> Identify risks and opportunities related to water risk management Consider implementing initiatives and making disclosures in compliance with requirements such as the TNFD Carefully examine water balance, and identify issues, in project areas 	<ol style="list-style-type: none"> Contribute to carbon-reduction projects through HSE management Perform thorough risk management Strengthen incident prevention efforts Prevent leaks from facility processes Prepare for emerging threats Help to address global environmental challenges and create environmental value Reinforce infection control measures

Local Communities



/ Implementation of assessments of impact on local and indigenous communities and measures to reduce impact

	FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
Japan	<ul style="list-style-type: none"> Maintained positive relationships with stakeholders through continuous dialogue, including appropriate response to inquiries from local communities and publication of newsletters 	<ul style="list-style-type: none"> Maintain positive relationships with stakeholders through continuous dialogue, including appropriate response to inquiries from local communities and publication of newsletters 	<ul style="list-style-type: none"> Contribute to local development and the addressing of social issues through our business activities, while respecting human rights and the cultures and customs of the areas in which we operate
Australia	<ul style="list-style-type: none"> Maintained positive relationships with government agencies, industry groups, and local stakeholders through more than 300 dialogues 	<ul style="list-style-type: none"> Maintain positive relationships with stakeholders through proactive dialogue 	<ul style="list-style-type: none"> Understand and respond to community needs through dialogue with stakeholders in the areas in which we operate

Contribution to local economies

	FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
Global	<ul style="list-style-type: none"> Invested approximately 3 billion yen in social contribution initiatives 	<ul style="list-style-type: none"> Continue investment in social contribution initiatives in response to the needs of the local communities in which we operate 	<ul style="list-style-type: none"> Contribute to local development and the addressing of social issues through our business activities, while respecting human rights and the cultures and customs of the areas in which we operate
Australia	<ul style="list-style-type: none"> Achieved targets set in Reconciliation Action Plan (RAP) 2019–2022, and develop the next plan for RAP 2023–2025 Directly employed 49 Aboriginal and/or Torres Strait Islander people and indirectly employed about 100 people on average through contractors, as of the end of FY2022 Procured more than A\$ 13 million of goods/services from 23 Aboriginal and/or Torres Strait Islander businesses from FY2019 to FY2022 	<ul style="list-style-type: none"> Achieve targets set in RAP 2023–2025 Continue to implement our social contribution strategy 	<ul style="list-style-type: none"> Understand and respond to community needs through dialogue with stakeholders in the areas in which we operate

Human Capital



/ Making INPEX the best place to work

	FY2022 achievements	FY2023 targets	Medium- to long-term targets, initiatives, and directions
Global	<ul style="list-style-type: none"> Considered new measures for INPEX Values 	<ul style="list-style-type: none"> Promote INPEX Values Resume opportunities for overseas office employees to be assigned to our headquarters 	<ul style="list-style-type: none"> Implement programs and establish a corporate culture that cultivates employee satisfaction and engagement Expand support for employee career development
Japan	<ul style="list-style-type: none"> Adopted a job-focused personnel system for executives Secured human resources by increasing recruitment of mid-career employees Held third round of workplace COVID-19 vaccinations and expanded the headquarters occupational physician team 	<ul style="list-style-type: none"> Adopt a job-focused personnel system and talent management system for regular employees and employees working under reemployment contracts Employ diverse human resources, including women, researchers, and highly specialized individuals Overhaul the employee benefit program (introduce Cafeteria Plan) 	<ul style="list-style-type: none"> Create a workplace environment that supports needs for diverse workstyles and employee well-being

Governance

45 Governance

58 Risk Management

65 Tax Governance

Governance

/ Our Policy

INPEX's approach to corporate governance is designed to ensure transparent, fair, timely, and conclusive decision-making and to fulfill our social responsibilities in cooperation with our shareholders and other stakeholders, to ultimately support sustainable growth and increase corporate value over the medium to long term.

We have developed and disclosed our Corporate Governance Guidelines, which aim to ensure transparency and fairness in decision-making and effective corporate governance through proactive information disclosure. These guidelines are reviewed and revised as appropriate in line with developments in corporate governance.

Governance Structure

We have established the following advisory bodies to the Board of Directors:

1. the Nomination and Compensation Advisory Committee—the majority of which consists of outside officers including Independent Outside Directors—for the purpose of strengthening the independence, objectivity, and accountability of the functions of the Board of Directors regarding the nomination and compensation of Directors, and contributing to the further enhancement of the corporate governance structure; and
2. the INPEX Advisory Committee, for the purpose of obtaining multifaceted and objective advice and recommendations from outside experts in Japan and overseas on a wide range of areas such as domestic/international political and economic outlooks, prospects for the energy sector, and sustainability, with the aim of maintaining sustainable growth and enhancing medium- and long-term corporate value.

A 100% attendance rate was achieved for all meetings held in FY2022 for each committee.

We have also established the Compliance Committee for the purpose of promoting consistent compliance initiatives throughout the Group. Further information is included in the “Compliance: Management Structure” section. ^①

We have many opportunities to engage in important negotiations with the governments of oil-producing countries, government-owned oil companies, and international oil companies. This requires Executive Directors and Executive Officers who have knowledge, expertise, and international experience related to our business, and in-depth knowledge of both the Company and their particular fields of expertise. For this reason, in principle, Executive Directors hold concurrent positions as Executive Officers. By adopting this organizational structure, our Board of Directors is better placed to make efficient business decisions and ensure the effective supervision of management.

At the same time, we have appointed five of the 12 members of the Board of Directors from outside the Company to improve management transparency and strengthen the effective supervisory function of the Board of Directors. We also take advantage of the objective perspectives of Outside Directors, which may differ from those of the Executive Directors. Given their independent standing, Outside Directors are expected to provide advice based on their own knowledge and experience, supervise management and conflict-of-interest transactions, and appropriately represent the views of stakeholders at Board of Directors meetings.

Our Outside Directors have either worked in corporate management or academia, or are specialists in fields such as the resources and energy industry, finance or legal affairs. They have been appointed for their extensive experience and

wide-ranging insights, and to ensure diversity. Diversity herein refers not only to diversity of knowledge, experience or skills, but also areas such as gender or perspective.

In light of our management strategy, we have identified nine specific skill sets that our Board of Directors should have, and mapped relevant skill sets to each Director, as shown in the skill matrix below.

The number of directors in our Board of Directors is set at between 3 and 16, of which a third or more must be Independent Outside Directors.

We are making progress to increase the diversity of our Board of Directors and management-level personnel in terms of skills and gender. In recent years, we have appointed an Outside Director with extensive experience and knowledge in environmental and sustainability management, in addition to both a female Outside Director and a female Audit & Supervisory Board Member. In addition, in March 2020 we also observed the first internal promotion of a female employee to an Executive Officer role.

As of March 31, 2023, four of the five Audit & Supervisory Board Members are Outside Auditors. Our Audit & Supervisory Board has been established pursuant to Japanese laws and regulations to strengthen the audit function and ensure the independence of Audit & Supervisory Board Members and the effectiveness of audits. Our further efforts include assigning audit assistants to the Audit & Supervisory Board Members' Office—which assists Audit & Supervisory Board operations—and strengthening this board's coordination with the internal audit department (Audit Unit) and accounting auditor.

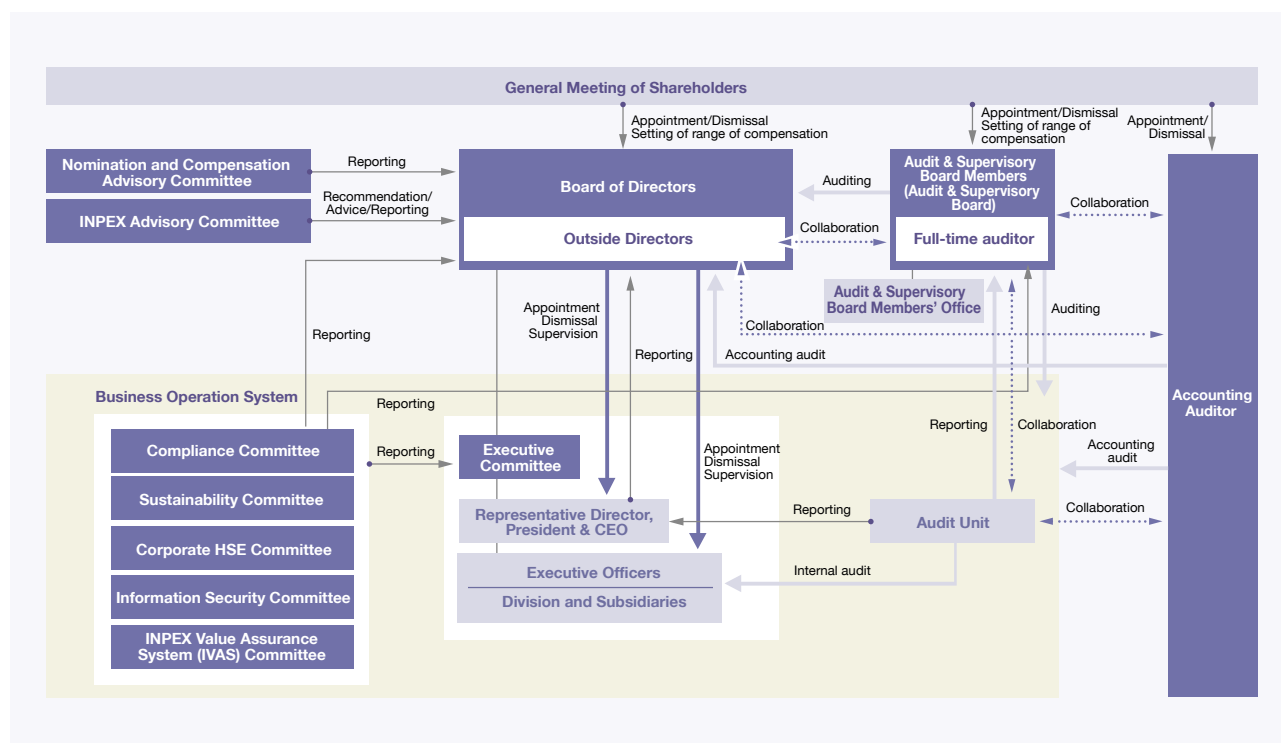
We hold regular meetings for Outside Directors, Representative Directors, Audit & Supervisory Board Members, and the accounting auditor. These include:

- meetings attended by Outside Directors, Audit & Supervisory Board Members, and Representative Directors.
- meetings attended by Outside Directors and Audit & Supervisory Board Members (which can include the accounting auditor); and
- meetings attended by Audit & Supervisory Board Members and Representative Directors.

Meeting participants exchange opinions on a wide range of key management issues, the development and operation of internal control systems, and other corporate governance-related matters.

① Compliance - Management Structure

/ Corporate Governance System



Attendance at the Board of Directors meetings during FY2022

In principle, the Board of Directors meets on a monthly basis, with 15 meetings being held in FY2022. The attendance of all Directors at Board of Directors meetings is shown in the table below. ^②

^② Notice of Resolutions of the 17th Ordinary General Meeting of Shareholders: pp. 12, 78, 79

Attendance of all Directors at Board of Directors meetings (FY2022)

Position	Name	Responsibilities	Attendance at the Board of Directors
Representative Director and Chairman	Toshiaki Kitamura	—	100% (15/15 times)
Representative Director, President & CEO	Takayuki Ueda	—	100% (15/15 times)
Director, Senior Executive Vice President	Takahiko Ikeda	Senior Vice President, Technical Headquarters; Hydrogen & CCUS Development Office; HSE and Compliance	100% (15/15 times)
Director, Senior Executive Vice President,	Kenji Kawano	Senior Vice President, Renewable Energy & New Business; Americas Projects Unit and Strategic Projects Office; Compliance; Head of Overseas Projects	100% (12/12 times)
Director, Managing Executive Officer	Kimihisa Kittaka	Senior Vice President, Corporate Strategy & Planning; Legal Affairs	100% (15/15 times)
Director, Managing Executive Officer	Nobuharu Sase	Senior Vice President, General Administration	100% (15/15 times)
Director, Managing Executive Officer	Daisuke Yamada	Senior Vice President, Finance & Accounting	100% (15/15 times)
Director (Outside)	Jun Yanai	—	100% (15/15 times)
Director (Outside)	Norinao Iio	—	100% (15/15 times)
Director (Outside)	Atsuko Nishimura	—	100% (15/15 times)
Director (Outside)	Kiyoshi Ogino	—	100% (15/15 times)
Director (Outside)	Hideka Morimoto	—	100% (12/12 times)

Note: Positions and responsibilities are as of December 31, 2022

Effectiveness Evaluation Results of Board of Directors in FY2022

With the aim of regularly verifying that the Board of Directors is functioning appropriately and to identify issues for continuous improvement, we conduct an annual evaluation of the effectiveness of the Board of Directors and disclose a summary of the results. In line with this policy, we conducted our eighth evaluation in FY2022. The evaluation method and summary of the results are as follows.

Evaluation Method

An interim review of the issues identified in the effectiveness evaluation for the previous fiscal year was undertaken at a meeting with Outside Directors and Audit & Supervisory Board Members held in August 2022. The implementation method for the current fiscal year's effectiveness evaluation was also discussed, including how to involve a third-party evaluation organization.

A decision was made to retain the Board of Directors self-evaluation method as the effectiveness evaluation in FY2022, an approach confirmed to be appropriate by a third-party evaluation organization in the FY2020 evaluation. The FY2022 evaluation was thereafter discussed at a Board of Directors meeting held in October 2022, including the implementation policy and the content and composition of the evaluation survey prepared by the Board of Directors secretariat.

In addition to a self-evaluation by each Director and Audit & Supervisory Board Member, the items evaluated included: the composition, operation, roles and responsibilities of the Board of Directors; the operations of the Nomination and Compensation Advisory Committee; and the status of improvement of issues identified in the previous evaluation.

Additionally, in December 2022, an anonymous online survey including open-ended questions was issued to all Directors and Audit & Supervisory Board Members to encourage more specific opinions.

The survey results were consolidated and analyzed by the secretariat for discussion at a February 2023 meeting of the Outside Directors, Audit & Supervisory Board Members, and the Representative Directors, where issues and future initiatives were also raised. Based on that discussion, the following evaluation results were confirmed at the Board of Directors meeting held the same month.

1. The overall effectiveness of the Board of Directors was confirmed to be sufficient, as in the previous fiscal year.
2. The following initiatives were commended, and their continuation requested: (i) pre-meeting briefings; (ii) lectures and opinion exchange meetings with external experts; and (iii) enhanced explanation of background circumstances to support discussions on new projects.

The following issues were identified as future initiatives to further ensure the effectiveness of the Board of Directors:

- Enhancement of discussions on management strategies and further invigoration of discussions at Board of Directors meetings
- Deeper discussions on the desired state of the Board of Directors
- Ongoing enhancement of portfolio management

We will continue include to improve the effectiveness of the Board of Directors based on the results of this evaluation.

A status of efforts to address issues based on the results of the FY2021 effectiveness evaluation is as follows:

Deeper discussions on management strategies, including the planning and progress of initiatives for each of the Net Zero businesses

- Progress and action plans for each business are reported at the monthly Board of Directors meetings, and items where notable progress has been made are reported and discussed as individual agenda items.
- Opportunities are provided to discuss key management issues and themes from a medium- to long-term perspective.
- Appropriately understand domestic and international policy trends that have a significant impact on business and reflect them in management strategy discussions.

Further invigoration of discussions at Board of Directors meetings

- Holding online pre-meeting briefings and disclosing the content of Executive Committee meetings to clarify the agenda of Board of Directors meetings and ensure optimal deliberation time for each proposal.
- Efforts to promote the understanding of relevant matters by the Board of Directors, including Outside Directors, by providing: information on the latest trends in oil prices, exchange rates, etc.; detailed annotations for industry terminology; and thorough explanation of the background circumstances for specific or new matters.
- Arranged a lecture and opinion exchange meeting on the Middle East situation for the Board of Directors with an external expert.

Deeper discussions on the desired state of the Board of Directors

- The Nomination and Compensation Advisory Committee furthered discussions on enhancing board diversity (such as in support of climate change response, participation by foreign nationals, more female members, etc.) and the appropriate board size and composition. The contents of this discussion were thereafter reported to the Board

Enhanced discussions on portfolio management

- Appropriately understand trends in the business environment and ensure timely opportunities to discuss Company-wide portfolio optimization.
- Held a Board of Directors meeting in Abu Dhabi, one of the Company's core regions, to deepen the understanding of our business by the Board of Directors (including Outside Directors), and to build relationships between the Board of Directors and Abu Dhabi-based stakeholders such as partners and local communities.

Corporate Governance Topics

Board of Directors Meeting in Abu Dhabi



The Board of Directors meeting held at the ADNOC Business Center in Abu Dhabi

We are engaged in oil development projects in the Emirate of Abu Dhabi of the United Arab Emirates (UAE) through our subsidiary, Japan Oil Development Co., Ltd. (JODCO). JODCO celebrates its 50th anniversary in 2023, and to express our commitment to the UAE for the next 50 years, we held a Board of Directors meeting in Abu Dhabi on January 24, 2023.

The Board of Directors meeting included discussions on: our future strategies for the UAE over the next 50 years; the maintenance and expansion of oil production in Abu Dhabi; the development of low-carbon, clean energy businesses such as hydrogen, and ammonia projects; and strengthening social contribution activities to deepen relations between Japan and the UAE, in which the 2023 United Nations Climate Change Conference (COP28) for the United Nations Framework Convention on Climate Change (UNFCCC) will be held.

In addition, the Board exchanged opinions with COP28 President-Designate, Sultan Ahmed Al Jaber, who is also CEO of ADNOC and the Minister of Industry and Advanced Technology for the UAE. Minister Al Jaber thanked INPEX for our commitment to the UAE and discussed his expectations for the continued strengthening of the partnership with INPEX in the fields of decarbonization, hydrogen, and clean energy development to actively address climate change and achieve energy transition.

Skill Matrix

The knowledge, experience, and skills our Board of Directors should possess to execute our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) with the aim of realizing a net zero carbon society in 2050 are those shown in the table below.

Directors' Skill Matrix

		Field								
		Corpo- rate manage- ment	Global	Finance/ Account- ing	Legal/ Risk manage- ment	Sustain- ability (ESG)	Tech- nology/ DX	Energy	Sales/ Marke- ting	Deve- loping human resources/ Diversity
Director	Toshiaki Kitamura	●	●			●		●		●
	Takayuki Ueda	●	●			●	●	●		
	Kenji Kawano	●	●				●	●		
	Kimihisa Kittaka		●		●	●				
	Nobuharu Sase			●	●				●	●
	Daisuke Yamada	●		●			●			
	Toshiaki Takimoto		●				●	●		
	Jun Yanai	●	●		●			●	●	
	Norinao Iio	●	●					●	●	
	Atsuko Nishimura		●		●	●				●
	Tomoo Nishikawa	●	●	●	●					●
	Hideka Morimoto				●	●		●		●
Audit & Supervisory	Akio Kawamura		●	●				●		
	Toshiya Tone		●	●	●					
	Kenichi Aso		●	●						●
	Mitsuru Akiyoshi	●	●	●	●	●				
	Hiroko Kiba					●		●		●

Compensation for Directors

Basic Management Policy for Compensation

Compensation for our Directors is based on the following basic management policy:

1. Contribute to the attraction and retention of superior management personnel to realize our Mission.
2. Raise awareness of director contributions to our sustainable growth and enhancement of corporate value over the medium to long term.
3. Ensure a transparent and objective compensation system that is accountable to shareholders and other stakeholders

Based on said policy, the Board of Directors of the Company has adopted the following decision-making policy which helps to determine the content of remuneration, etc. for each individual director of the Company.

In deciding the individual compensation for Directors, the Nomination and Compensation Advisory Committee—which serves as an advisory body to the Board of Directors and comprises a majority of Outside Directors—studies compensation proposals from various angles, including compliance with the decision-making policy, so the Board of Directors respects the Committee's report and determines it to be compliant with the decision-making policy.

Compensation Levels

Our process for determining compensation levels for our Directors is inclusive of analysis of data prepared by external research organizations on the levels applied for each Director position in companies of a similar size or within similar industries. Our Nomination and Compensation Advisory Committee then verifies the appropriateness of the compensation levels to be recommended, and the levels are finally set by resolution of the Board of Directors.

These levels are also revised from time to time in response to changes in the external environment or other factors.

Compensation Structure

The compensation of Directors (excluding Outside Directors) consists of basic compensation in accordance with the duties of each position, bonuses as a short-term incentive, and stock-based compensation as a medium- to long-term incentive. The particulars of each category are shown in the table below. Note that compensation for Outside Directors consists only of basic compensation from the perspective of the independence of their duties.

Content		KPIs, etc.		
Basic compensation	<ul style="list-style-type: none"> Cash compensation paid to Directors as a fixed monthly compensation in accordance with the duties of each position Cash compensation paid (in addition to the aforementioned monthly fixed compensation) to Outside Directors who also serve as committee members 	The Nomination and Compensation Advisory Committee reviews the appropriateness of compensation levels, once surveys and analysis have been done on the levels for each position among peer groups in companies of similar sizes and industries by using data from an external research organization.		
Bonuses (Not applicable to Outside Directors)	<ul style="list-style-type: none"> Performance-linked cash compensation paid each June, taking into account the Company's performance for the fiscal year in question and the performance of the division in charge In addition to the Company's main financial indicators of net income attributable to shareholders of the parent company (hereinafter "net income") and cash flows from operating activities before exploration, the Company adopts non-financial indicators including safety indicators (zero major accidents), which are indispensable to fulfill the Company's mission of stable energy supply. Depending on the degree of achievement of these goals, the amount of compensation is calculated based on the evaluation weights in the table below. The final amount of compensation fluctuates within the range of 0% to 200%. 	Bonus KPIs		Evaluation weight
		Financial indicators	Net income	45%
			Cash flows from operating activities before exploration	45%
		Non-financial indicators	Safety indicators (zero major accidents)	10%
Stock-based compensation (Not applicable to Outside Directors)	<ul style="list-style-type: none"> Stock-based compensation to be paid to Directors after their retirement is a combination of performance-linked elements aimed at raising Directors' awareness of their contribution to the Company's medium- to long-term business performance and enhancing corporate value, and fixed elements aimed at strengthening Directors' awareness of sharing interests with shareholders through ownership of the Company's shares. The standard amount of stock-based compensation is set for each position, and a portion of the standard amount is linked to performance share, while the remainder is comprised of non-financial performance share stock-based compensation. 	Stock-based compensation KPIs		Evaluation weight
		Financial indicators	Net income	30%
			Cash flows from operating activities before exploration	30%
			ROE	10%
			Total payout ratio	10%
		Non-financial indicators	Production costs per BOE	10%
			Net carbon intensity	10%

Content

KPIs, etc.

- The Company's performance indicators for the performance share portion are based on the key management indicators in the Medium-term Business Plan—such as net income, cash flows from operating activities before exploration, return on equity (ROE), and total payout ratio—as well as on the performance indicators for production costs per barrel oil equivalent and net carbon intensity, with the goal of thoroughly strengthening the oil and natural gas business and promoting each of the five net zero businesses. Depending on the degree of achievement of these goals, the amount of compensation is calculated based on the evaluation weights in the table below. The final amount of compensation fluctuates within the range of 0% to 200%.
- The non-performance share portion is paid as stock-based compensation with a fixed number of shares to be delivered, from the perspective of strengthening Directors' awareness of sharing interests with shareholders.
- Stock-based compensation is provided through a system using the Board Incentive Plan Trust. Under this system, points are granted annually to those eligible for the system based on their position, performance, and other factors, and in principle, the Company's shares equivalent to the accumulated number of points are delivered from the trust after the retirement of those eligible for the system.
- For stock-based compensation, in the event that any Director commit a significant improper or illegal act, the Company may cancel or forfeit their right to receive the Company's shares under the system (malus) and demand the return of cash corresponding to the Company's shares already delivered to them (clawback).

Where the target achievement level is 100%, the President & CEO's basic compensation is, in general, set at a ratio of 50%:30%:20% respectively for basic compensation, bonuses, and stock-based compensation.

Process for Determining Directors' Compensation

Our Nomination and Compensation Advisory Committee—which is largely composed of our Outside Directors—was established as an advisory body to the Board of Directors to strengthen the independence, objectivity, and accountability of the Board of Directors' function in determining compensation for each Director.

Based on reports by this Committee, the Board of Directors establishes a policy for determining the amount of compensation for Directors and the method of calculating such amount.

The Nomination and Compensation Advisory Committee is expected to meet, in principle, at least four times a year to discuss major matters concerning the policy for determining the amount and calculation method of compensation for Directors, details of individual compensation, and other relevant matters, and to provide advice and recommendations

to the Board of Directors. The Board of Directors makes its decisions on compensation closely considering this advice and recommendations. The amount of compensation to be paid to each Director (including the total amount of bonuses based on the evaluation of the performance of the division in charge) shall be decided by the Representative Director, President & CEO—who has been entrusted by resolution of the Board of Directors and is most familiar with our management situation—in accordance with the advice and recommendations of the Committee.

We may adjust how we calculate the amount of compensation for each Director according to changes in the external environment and social and economic trends. Such adjustments are conducted by resolution of the Board of Directors and after careful deliberation by the Nomination and Compensation Advisory Committee about the appropriateness of the target value and calculation method for performance-linked compensation.

INPEX does not disclose the total amount of consolidated compensation paid to each Director or Audit & Supervisory Board Member. This is because there is no one Director or Audit & Supervisory Board Member whose consolidated compensation is 100 million yen or more, which is the disclosure standard stipulated in the Cabinet Office Ordinance on Disclosure of Corporate Affairs or other such directives. issued by the Financial Services Agency of Japan.

Audit & Supervisory Board

We have adopted an audit & supervisory board members system which comprises a five-member Audit & Supervisory Board, four of whom are Outside Auditors. These Outside Auditors have abundant experience and knowledge of our business, finance, accounting, legal and other fields, which they apply to their auditing duties.

We have also established an Audit & Supervisory Board Members' Office, which is an organization independent from executive divisions that assists the Audit & Supervisory Board Members in the execution of their duties. Four full-time employees with relevant skills and knowledge have been assigned to the Office.

In principle, the Audit & Supervisory Board meets monthly on the same day as the Board of Directors meetings, or as necessary. The Audit & Supervisory Board makes resolutions on statutory matters including audit plans, and receives reports from the internal audit department and accounting auditor on the performance of their duties—requesting explanations when necessary. In addition, the Audit & Supervisory Board Members share information on issues and other matters identified through audit activities and hold discussions on these as necessary.

In FY2022, a total of 19 Audit & Supervisory Board meetings were held and all Audit & Supervisory Board Members attended each of these meetings, as shown in the table below:

Attendance at Audit & Supervisory Board meetings in FY2022

Position	Name	Attendance at Audit & Supervisory Board meetings in FY2022
Full-time Audit & Supervisory Board Member	Noboru Himata	100% (19/19 times)
Full-time Audit & Supervisory Board Member (Outside)	Hideyuki Toyama	100% (19/19 times)
Full-time Audit & Supervisory Board Member (Outside)	Shinya Miyake	100% (19/19 times)
Audit & Supervisory Board Member (Outside)	Mitsuru Akiyoshi	100% (19/19 times)
Audit & Supervisory Board Member (Outside)	Hiroko Kiba	100% (19/19 times)

Training for Directors and Audit & Supervisory Board Members

To ensure that Directors and Audit & Supervisory Board Members can properly fulfill their roles and responsibilities, we provide a thorough overview of important matters such as our business and management strategies as well as business risks to newly appointed Directors and Audit & Supervisory Board Members. We also provide each Director and Audit & Supervisory Board Member with necessary training opportunities (training by experts, site visits, etc.). In 2022, training sessions were provided for both Executive Directors (one session) and Outside Directors (five sessions). These include two sessions on business risks for Outside Directors.

In addition, we strive to enhance cooperation and business knowledge among our Board of Directors by arranging regular lectures and opinion exchange meetings for the Directors with external experts in the environment, energy, and other relevant fields.

Risk Management

/ Our Policy

We are committed to accurately identifying and assessing the complex and diverse risks inherent in our business environment and establishing appropriate risk prevention and mitigation measures and systems to manage these risks. In addition to preparing for large-scale natural disasters and epidemics, we also address risks related to the business environment—such as changes to economic and social conditions or laws and regulations—as well as risks that exist in each process of our business, including in the areas of exploration, production, transportation, and sales.

We have established internal controls under Japan's Financial Instruments and Exchange Act—known as “J-SOX”—based on the COSO^① framework, and each business division also conducts risk management related to occupational health, safety, and environmental protection under our HSE^② Management System.

Additionally, we analyze the impact of fluctuations in oil prices and foreign exchange rates on our net income and disclose this information at every financial result briefing.

① COSO: The Committee of Sponsoring Organization of the Treadway Commission

② HSE: Health, safety, and environment

/ Risk Management System

We strive to continuously improve our risk management structure, which is designed to appropriately identify and manage the risks associated with our business operations. We have established a structure that aims most importantly to prevent or otherwise mitigate adverse impacts to people, the environment, our assets, or our reputation. This helps us to maintain and reinforce the trust of our customers, business partners, investors, and other key internal and external stakeholders, and maximize our corporate value.

We have adopted a divisional system and assigned Directors and Executive Officers as the head of each division to establish a system of responsibility and efficiently manage business operations. The divisions work closely together to conduct risk identification, analysis, and evaluation in accordance with our internal regulations, guidelines, and other rules. Material risks associated with individual projects are reported to the Executive Committee and/or the Board of Directors for comprehensive review and determination of risk management action plans.

As an example, when considering the acquisition of concessions or formulating development plans for exploration and production (E&P) activities, material risks are identified, analyzed, and assessed based on guidelines related to economic assessment and risk assessment.

To ensure the risk management system pertaining to day-to-day operations is functioning effectively, in addition to continuous monitoring by each division in charge and collaboration with relevant divisions, regular audits are conducted either by the internal audit department reporting directly to the President & CEO or by external experts. By providing feedback from these audits to each division in charge, we can review our risk management system and respond to changing conditions in the business environment in a timely manner.

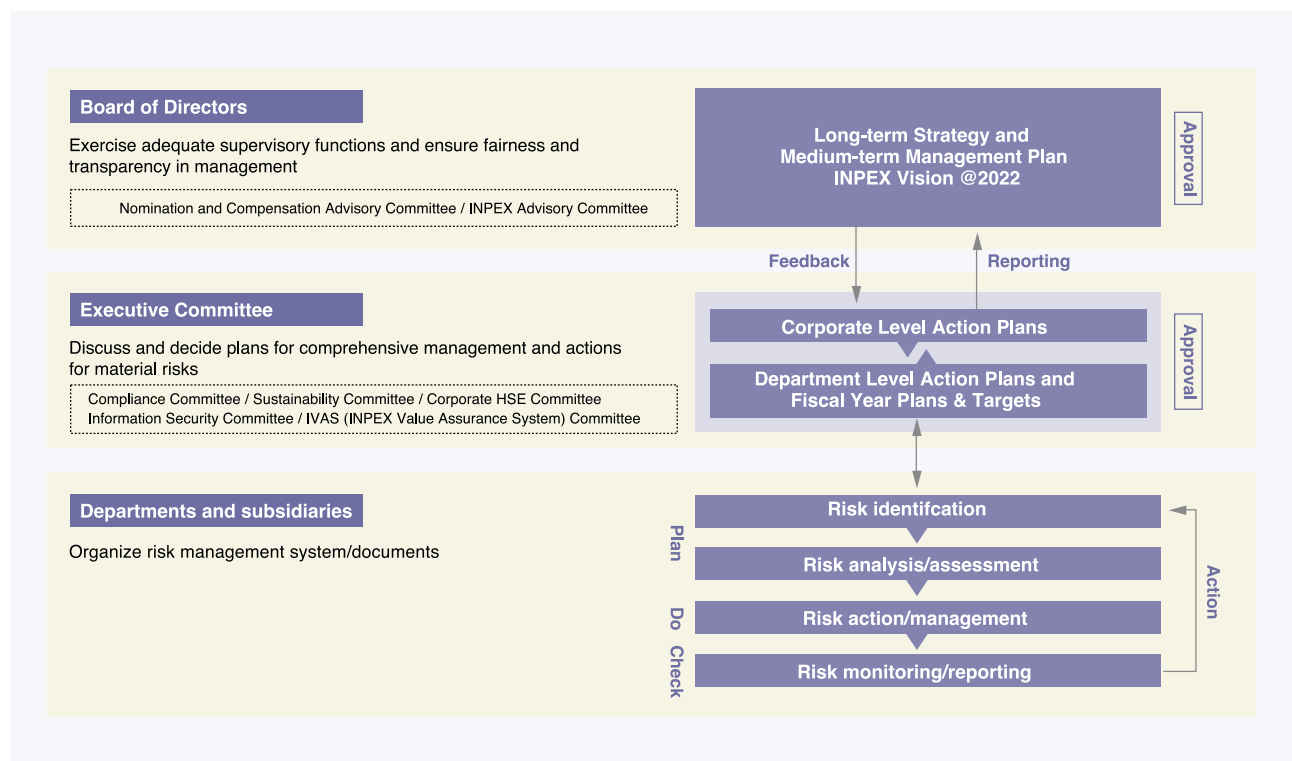
Further to this, to realize the Company's Medium-term Business Plan and other key business objectives, annual plans and targets are developed for each department such that they support our medium- to long-term goals. This process

incorporates identified material risks and associated mitigation/management plans and is approved by the Executive Committee. Each department subsequently carries out initiatives to achieve its targets and manage any risks and reviews its progress at the midterm and end of each fiscal year.

In accordance with our internal rules on group management, we conduct Group-wide risk management of our subsidiaries in collaboration with each subsidiary. In particular, to verify and assess the management of risks related to daily operations, our subsidiaries must cooperate in audits carried out by the internal audit department under the direct control of the President & CEO and other relevant departments or an external expert. Based on audits results, we have our subsidiaries review their risk management activities in response to changes in the business environment.

We have established our Standards for Evaluation and Selection of Independent Auditors, which establish the criteria for the Audit & Supervisory Board to follow when evaluating the quality control, independence, and audit fees of independent auditors. The Audit & Supervisory Board evaluates independent auditors annually, based on these standards.

/ Risk Management System



/ Operational Risk Management

To manage the diverse risks related to our business, we have introduced guidelines for economic assessment and risk assessment for individual projects. We analyze and evaluate the feasibility of potential new projects based on identified material risks, and respond to these risks. For existing projects, we convene the INPEX Value Assurance System (IVAS) Committee as a mechanism for cross-organizational technical evaluation in each phase. We additionally conduct economic assessments and risk assessments in principle at least once a year, and provide an annual summary report of risk assessment results for major projects to the Board of Directors.

To enhance our ability to respond to emergencies caused by large-scale incidents or disasters, we have established an Emergency and Crisis Response Plan and conduct regular emergency response drills to proactively manage risks related to our business. To prevent suspension of important business operations, we have established our Business Continuity Plan (BCP), ^④ which is reviewed as necessary. Our Information Security Committee also meets regularly or as needed to implement both coordinated and systematic information security measures, as well as education and training activities, including initiatives to prevent data breaches.

With respect to HSE risks, we identify, analyze, and assess risks for each business location based on the HSE Risk Management Procedure established under the HSE Management System to promote continuous improvement activities in occupational health and safety management, environmental management, and security in our business activities—including new projects. In addition to formulating and implementing risk control measures, the risk management status of each business location is regularly reported to our headquarters to allow HSE risks to be monitored. We are also working on Company-wide security risk management based on related guidelines and policies.

For our non-operator projects, we actively promote HSE management based on the risk of the project.

We manage financial risks presented by fluctuations in crude oil and natural gas prices, foreign exchange rates, interest rates, and securities prices by identifying the risk of fluctuations in each of these areas and establishing methods for managing and hedging these risks. We have also established guidelines for managing risks specific to the countries and regions where we operate, and manage those risks by setting target limits on the cumulative investment balance in countries with high risk.

To manage legal risks, we have established the Legal Unit as an independent body to provide appropriate legal advice to divisions and management on major contracts and lawsuits. We are also enhancing our legal support functions for projects both in Japan and overseas.

^④ Business Continuity Plan (BCP): A proactive plan outlining the priority operations and steps to be taken in the event of a disaster to avoid or mitigate the risk of interruption to business activities

/ Climate-related Risks

We manage climate-related risks in line with TCFD ^④ recommendations. Please refer to the “Assessment and Management of Climate-related Risks and Opportunities” ^⑤ section of this report for more information on this approach.

We include policy and legal transitions, technology and market transitions, and reputation as transition risk areas. For physical risks, we identify acute and chronic risks. We also apply short-, medium-, and long-term classifications to each of these risk categories. The Climate Change Strategy Group within the Corporate Strategy & Planning Unit acts as the secretariat and conducts risk assessment and management on an annual cycle. Company-wide workshops are conducted given the importance of the development process for assessing, preventing, and mitigating climate-related risks. The Climate Change Strategy Working Group—an advisory body to the Sustainability Committee (chaired by the President & CEO)—participates in these workshops. Discussions, studies, and proposals from each division are integrated into the Company-wide risk assessment process.

We use the following two methods to assess the potential financial impact of climate-related risks. The first method is an economic assessment of projects using our internal carbon price. We review our internal carbon price each year with reference to the carbon prices in the IEA ^⑥ World Energy Outlook (WEO) Stated Policies Scenario (STEPS). Starting in FY2023, we reflect the IEA WEO carbon price forecast, and reference relevant policy cost forecasts if there is a carbon price system in countries in which we operate; and if not, we reference variable prices linked to the STEPS EU prices (2030: US\$90/tCO₂-e; 2040: US\$98/tCO₂-e; 2050: US\$113/tCO₂-e).

The second method is to assess the financial impact on our business portfolio. This is an assessment of the financial impact of the market risks to our portfolio resulting from the oil and carbon prices in the IEA WEO Announced Pledges Scenario (APS) and the Net Zero Emissions by 2050 Scenario (NZE). Changes in the oil and carbon prices shown by the IEA WEO APS and NZE are applied to the net present value (NPV) calculation for a given project, and the percentage of change from the NPV for the base case is calculated as the impact on our portfolio. Despite difficulties in formulating assumptions, we adopt this as one of the methods to assess the financial impact on our portfolio. We will continue to refine the implementation standards for this method and to improve the competitiveness of our portfolio as we factor in changes in the business environment.

Physical risk assessments are regularly carried out by a cross-organizational team. In FY2019, we identified risks at major facilities in Japan and Australia during a physical risk assessment trial at our operator facilities. In FY2021, we verified the status of physical risk assessments performed on the major projects for which we hold non-operator status.

In FY2022, we re-conducted a physical risk assessment at one of our major facilities, the Naoetsu LNG Terminal, due to an update to the scenario on which a FY2019 assessment was based. Moreover, we have revised our HAZID (Hazard Identification) guidelines—an HSE management system document—to add a new section on the effects of climate change to the guide work when holding a HAZID workshop. Physical risk assessment is thus being incorporated into our risk management approach throughout the lifecycle of our business activities.

The cross-organizational team will continue to conduct periodic physical risk assessments and make appropriate disclosures regarding physical risks. At the same time, we will diversify our analysis methods to carry out more multifaceted assessments.

④ Task Force on Climate-related Financial Disclosures: Task Force on Climate-related Financial Disclosures

⑤ Assessment and Management of Climate-related Risks and Opportunities

⑥ IEA: International Energy Agency

/ Supply Chain Risk Management

Each year, our Group procures approximately 260 billion yen in goods and services from about 2,000 suppliers, and we take appropriate prevention, detection, and correction actions to manage risks within our supply chain.

As a preventive control, we require suppliers to comply with labor and environmental laws and regulations and respect the INPEX Group Human Rights Policy. These requirements are built into our standard contracts.

Furthermore, we strive to provide fair opportunities to all suppliers in the selection process, and award supplier contracts based on fair, impartial, and transparent assessments. During the bidding process for overseas operator projects, we conduct comprehensive assessments of bidding companies' compliance with local laws and regulations, the INPEX ABC Policy, and INPEX Group Human Rights Policy. We have also established prequalification criteria regarding HSE requirements. In Japan, during the bidding process for large-scale construction projects, we conduct prior screening in accordance with our ABC Policy and incorporate HSE criteria in our assessments to ensure fair and impartial procurement.

As for detective controls^⑦ we have established a supply chain risk assessment system, and since FY2018 required our major suppliers to complete a self-assessment survey that enables us to assess the compliance structure of our suppliers and identify any risks. A total of 30 supplier companies have completed the survey over the past three years.

Key items monitored:

- Human rights and labor
- Health and safety
- Fair business practices
- The environment
- Contribution to local communities
- Approach to business partners

Monitoring is additionally conducted through grievance mechanisms as well as HSE and CSR audits.

We also work to strengthen risk management in our supply chain through engagement with our suppliers.

In Japan, we strive to improve HSE in supplier operations by holding HSE Liaison Meetings with our major suppliers. Activities include: i) explanation and dissemination of our HSE objectives and activity programs; ii) explanation and sharing of information about incidents and near misses; and iii) introduction and sharing of HSE-related information from these suppliers and hearing their thoughts on HSE.

In addition, in FY2021, we held a seminar on human rights inviting external presenters.

In Australia, we have opportunities for engagement with our major suppliers by meeting regularly with them to review their performance in terms of HSE, quality, and service content, as well as by exchanging views in a timely and appropriate manner on risks to our business and corresponding mitigation measures.

As for corrective controls, we take corrective actions against suppliers assessed as high risk through detective controls, including: i) improvement activities through HSE and CSR audits; and ii) avoidance and mitigation of risks, including through review of contracts.

 Detective controls: Measures to prevent processing errors or improprieties in operations

/ Large-scale Natural Disaster and Pandemic Countermeasures

Large-scale Natural Disaster Countermeasures

We assess the risk of natural disasters that may occur at each of our business locations and implement appropriate prevention and mitigation measures for each natural disaster, such as earthquakes, heavy rainfall, and flooding. In addition, for unexpected events, we have prepared an emergency response plan and a business continuity plan (BCP) to protect lives in the event of damage and to quickly restore business operations.

We also have a BCP and an initial response manual in place for our headquarters area, designed for the scenario of an earthquake centered directly under the Tokyo metropolitan area, and prepared based on the damage assumptions made by the Cabinet Office of Japan's Central Disaster Management Council.

Our policy on business continuity clearly expresses Company-wide values prioritizing the maintenance of stable energy supply while ensuring human safety and environmental preservation. The BCP and other manuals stipulate not only the establishment of provisional offices but also how our employees should react in the event of an earthquake on a holiday

or at night, and procedures for returning home from the office. We conduct an annual crisis response drill for the aforementioned earthquake scenario, as outlined by our BCP and other manuals. We use the lessons learned from the drill to continuously strengthen our disaster preparedness, including by improving our manuals and reviewing our materials, equipment, and reserves.

Responses to COVID-19 and Risk Management for the Pandemic

We have long had in place an infection prevention manual for implementation against pandemics of any infectious disease. We have also developed a BCP for handling related crises during the pandemic. This commitment to pandemic preparedness is a necessary part of fulfilling our responsibility as an infrastructure company that continuously supplies crude oil and natural gas even during crisis situations.

In response to the global COVID-19 pandemic that started in 2020, we established a Corporate Crisis Management Team headed by the Representative Director, President & CEO. The team met regularly to ensure that countermeasure policies were implemented thoroughly, and that pandemic-related information was shared throughout the Company. Moreover, we established local crisis response teams at each of our domestic and overseas offices and sites. These teams were headed by the manager in charge at each site and systems put in place to respond to the unique circumstances at each site.

By applying our aforementioned BCP, we were able to smoothly handle major situational changes—such as a government declaration of a state of emergency—while maintaining stable supplies of crude oil and natural gas.

Information Management and Cyber Security Management

We have established our Basic Policy for Information Security to maintain the confidentiality, integrity, and availability of information that we hold, and our Basic Policy for the Appropriate Handling of Individual Numbers and Personally Identifiable Information to protect personal information. Furthermore, under the supervision of the Information Security Committee established as a Company-wide supervisory body, we formulate information security policy measures, establish related rules and management systems, and systematically implement systems-related, physical, and personnel-related measures necessary to protect our information assets. This Committee is chaired by the Senior Vice President of the Logistics & IMT Division—who is also a member of the Executive Committee—and made up of the Senior Vice Presidents of the General Administration, Corporate Strategy & Planning, Finance & Accounting, Technical, and New Ventures & Global Exploration divisions, as well as the General Managers of the Audit and Legal units. Director who has extensive experience and knowledge in digital transformation (DX), was appointed as a member. The matters resolved by this Committee are reported to and deliberated by the Executive Committee, and results then reported to the Board of Directors as needed.

Information security strategies and measures are developed following resolutions by the Executive Committee during annual budget deliberations. We aim to prevent information leaks from within the Company by taking actions to raise employee awareness of information security and to more firmly implant the values and culture essential for proactively safeguarding our information assets. Our efforts include not only system enhancements, but also educational initiatives such as regular e-learning courses and targeted email drills and circulating our monthly Information Security News. We also strive to defend our information assets from external attacks through systems-related countermeasures as well as regular security assessments performed by an external security vendor.

In FY2022, we carried out penetration tests of our IT environment, and to counter the cyberattacks that have become a major threat including those that target operations-related systems, we carried out a security assessment of operations systems at our LNG terminals and pipelines in Japan. We additionally implemented monitoring and countermeasures to promptly detect and manage any attacks should they occur.

Also in FY2022, we carried out targeted email drills twice and e-learning once to boost awareness of information security across the Group.

Basic Policy for Information Security

Basic Policy for the Appropriate Handling of Individual Numbers and Personally Identifiable Information (Japanese only)

Tax Governance

/ Our Policy

As one of our Sustainability Principles—and under the leadership of our top management—we are committed to ensuring proper payment of tax in the countries in which we operate by complying with both the spirit as well as the letter of the laws of those countries and engaging in ethical business conduct in accordance with all international and social norms.

Our executives and personnel acknowledge that one of our key social responsibilities is to contribute to the socioeconomic development of the countries and regions in which we operate by properly paying taxes in accordance with the applicable laws and regulations, and by ensuring the transparency of our tax affairs.

As part of our commitment to maximizing shareholder value, we strive to optimize tax expenses by utilizing available tax incentives and eliminating double taxation in the normal course of business activities. At the same time, we do not engage in tax planning with the intent of avoiding taxes or use countries or regions with no taxes or extremely low tax rates (so-called “tax havens”) for tax avoidance purposes without commercial substance.

In addition, the transfer prices we apply to international transactions are calculated in accordance with the arm's length principle as prescribed in the OECD Transfer Pricing Guidelines.

/ Tax Governance Structure

As we expand our business globally, our overseas subsidiaries and cross-border transactions with those subsidiaries are similarly increasing. Legislation governing international transactions has been developed in Japan and other countries based on the BEPS 2015 Final Reports issued by the OECD/G20 BEPS Project^① in October 2015, and the environment surrounding international taxation continues to undergo significant change. In accordance with those changes, we are enhancing tax governance to appropriately respond to taxation risks associated with international transactions.

As a part of our efforts to publicly state our position and raise awareness of tax compliance among all our executives and employees, we established our Tax Policy^② by resolution of the Board of Directors and publish it on our website. The Senior Vice President of Finance & Accounting Division is responsible for such efforts.

In FY2021, we established our Tax Management Rules to promote tax compliance actions by our executives and personnel in line with our Tax Policy. We also introduced our Tax Management Policy, which stipulates the establishment and operation of a tax management system in accordance with the Tax Management Rules.

Our Tax Management Rules stipulate that we shall not carry out transactions solely for the purpose of tax reduction that at odds with the spirit of tax treaties or laws and regulations.

^① OECD/G20 Base Erosion and Profit Shifting (BEPS) Project: Project to review overall international taxation rules to prevent excessive tax avoidance by global companies using gaps and loopholes in the international taxation system

^② [Tax policy](#)

/ Taxation Risks

We identify taxation risks as an important business issue. In compliance with our Tax Policy, our division in charge of tax affairs works to mitigate taxation risks by developing a deeper understanding of the tax laws in each country in which we operate, transfer pricing taxation, other international tax laws, and OECD tax guidelines. The division also cooperates and communicates closely with other divisions to mitigate taxation risks. We also make effective use of external expert advice in mitigating these risks.

/ Relationships with Tax Authorities

We strive to build constructive and trusting relationships with tax authorities and pay taxes appropriately, such as by obtaining certainty through advanced pricing agreements.

/ Tax Transparency

There is global movement for greater transparency and information disclosure in relation to corporate tax-related activities. As an example, the government of Australia—one of our core business areas—issued a set of principles (the Voluntary Tax Transparency Code) stipulating the voluntary disclosure of tax information by large corporations. In accordance with these principles, we annually publish a tax transparency report^③ that consolidates our Australia-related tax information, including an overview of our local tax governance and cross-border transactions, and how much tax we pay.

We also annually publish the amounts of tax and other payments made to the governments of countries participating in the Extractive Industries Transparency Initiative (EITI).^④

Our consolidated income taxes paid in FY2022 amounted to 906,022 million yen.

As a global company, we will continue to closely monitor international taxation trends and legislative developments in each country and strive to adapt to them in a timely and appropriate manner.

③ [INPEX Australia 2021 Tax Transparency Report](#)

④ [ESG Performance Data](#)

Compliance

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Our Policy

INPEX is systematically developing a compliance structure that is essential for the sustainable development of the Company, and strives to ensure compliance with laws and regulations and adherence to corporate ethics. Specifically, we have established the Compliance Committee, which develops compliance-related policies and plans, discusses important matters, monitors the effectiveness of compliance-related regulations, and supervises the implementation of compliance programs to promote unified compliance initiatives throughout the INPEX Group.

In addition, under the Sustainability Principles,^① we have established the Code of Conduct, which defines the practices to be followed to ensure compliance and thereby supports observance of the Business Principles that guide how we conduct our business.^② We are also working to raise awareness of compliance among our officers and employees. The Business Principles and Code of Conduct were established by respective resolutions of the Compliance Committee and the Board of Directors, and are continuously reviewed in light of changes in the external environment as well as legal and regulatory requirements.

^① Sustainability Principles

^② Business Principles and Code of Conduct

Framework of Compliance

/ Anti-bribery and Anti-corruption

Anti-bribery and anti-corruption laws and regulations are becoming stricter every year. As a global company with projects in about 20 countries around the world, we recognize the importance of taking a zero-tolerance policy towards bribery and corruption. Accordingly, all officers and employees are required to always act with integrity, which is one of the INPEX Values^① shared across our entire organization. HR evaluations must also be conducted according to these values.

In addition to requiring compliance with the anti-bribery and anti-corruption laws and regulations in the countries where we operate, the Business Principles and Code of Conduct stipulate the establishment of sound and appropriate relationships with governments and administrative authorities, and prohibit political donations except in legally permitted cases. We make no donations relating to political activities.

We have participated in the United Nations Global Compact since 2011 and have declared our commitment to preventing corruption. Moreover, we established the INPEX Group Global Anti-Bribery and Anti-Corruption (ABC) Policy^② and related internal regulations under our Code of Conduct, and are putting in place measures to prevent bribery and corruption.

^① INPEX Values

^② INPEX Group Global Anti-Bribery and Anti-Corruption (ABC) Policy

/ Management Structure

We have established a structure whereby the director in charge of compliance and the Compliance Committee can promptly consider and take actions if a serious compliance-related incident occurs. The officer in charge of compliance and the Compliance Committee cooperate with the Audit & Supervisory Board and its members, the accounting auditor, the Audit Unit (our internal audit department), and the equivalent bodies or departments in our subsidiaries to: (1) develop and implement compliance measures; (2) monitor implementation; (3) raise compliance awareness; (4) receive reports on compliance violations and conduct investigations; (5) issue warnings and take other measures in response to violations; and (6) institute measures to prevent the recurrence of violations. In addition, the officer in charge of compliance reports to the Board of Directors in relation to the above activities periodically or as required.

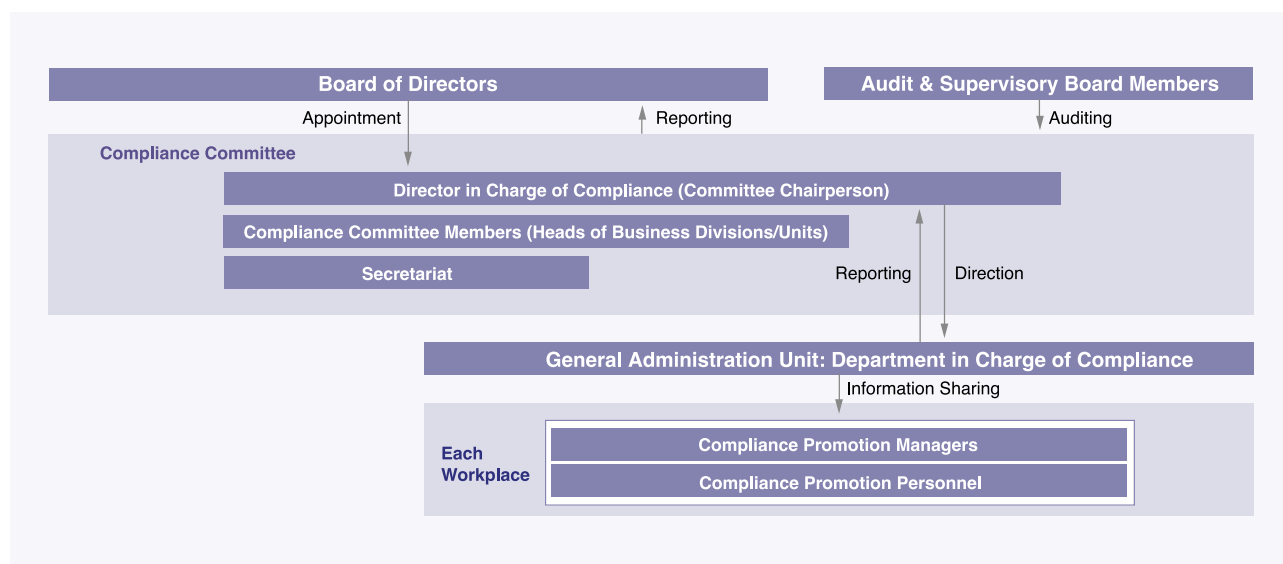
Remediation actions to be taken in relation to compliance violations, including any disciplinary actions, are stipulated by Business Principles, Code of Conduct and internal regulations. There were no confirmed cases of serious compliance violations in FY2022 but we include details of reported violations and their management in the Whistleblower System and Grievance Mechanism section of this report.

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/ Compliance System



/ Compliance Training

We regularly conduct compliance training for all employees to encourage them to carry out their duties in compliance with laws and regulations. Training covers specific topics—such as prevention of harassment and discrimination—and includes sessions targeted at specific employment roles/tiers. In FY2021, this included harassment prevention training for regular employees at offices in Japan, and training on anti-bribery/anti-corruption and the Antimonopoly Act for offices and Group companies in Japan.

We have also adapted and implement our Code of Conduct at overseas offices in line with local laws and regulations as well as culture as part of our efforts to strengthen our global compliance structure.

Data on training held in each country are listed in the ESG Performance Data. ^③

③ ESG Performance Data

Compliance Awareness Surveys, and Harassment Prevention Training for Managers

In addition to a short annual compliance assessment, we conduct compliance awareness surveys for all employees every three to four years. The surveys consist of about 80 questions on subjects such as harassment and other

compliance violations, organizational culture, and the level of awareness of measures. We then hold harassment prevention training for managers based on the assessment results. This includes instruction on how to prevent harassment of and between staff.

/ Whistleblower System and Grievance Mechanism

We actively respond to inquiries, complaints, and grievances from all stakeholders—both internal and external—at our Japan-based and overseas sites.

Internally, we operate a whistleblower system in accordance with the Whistleblower Protection Act. We have set up a helpline for receiving all reports related to discrimination, human rights, and harassment. We have also launched the INPEX Global Hotline with local language support, which specializes in three business-critical risk areas: bribery and corruption, violation of antitrust laws (competition laws), and accounting fraud. The helpline has internal and external (law firm) contact points, while the INPEX Global Hotline is wholly administered by an external service provider. Reporting can be completed anonymously.

We have recently amended some internal regulations in line with the June 2022 revision of the Whistleblower Protection Act. This included adding retired officers or employees within one year of their retirement to the list of eligible whistleblower system users, which was previously only available to current officers and employees of our offices (worldwide). We also added provisions regarding the designation of personnel able to respond to whistleblower reports, and we invited external experts to provide training to these whistleblower response personnel.

We are committed to protecting whistleblowers from any negative consequences. In addition, the content of reports from whistleblowers and the results of investigations and responses are promptly reported to the full-time Audit & Supervisory Board Members to ensure that the whistleblower system functions more effectively.

During FY2022, INPEX received eight internal whistleblower reports and three external reports. Of these: ten reports related to suspected human rights, discrimination, and harassment violations; one related to employment; and one related to other matters. Some of these reports relate to more than one issue. Taking into consideration the advice of attorneys and other experts, the Compliance Committee promptly and appropriately responded to each report in accordance with the Compliance Structure Operating Regulations and the Whistleblowing Rules.

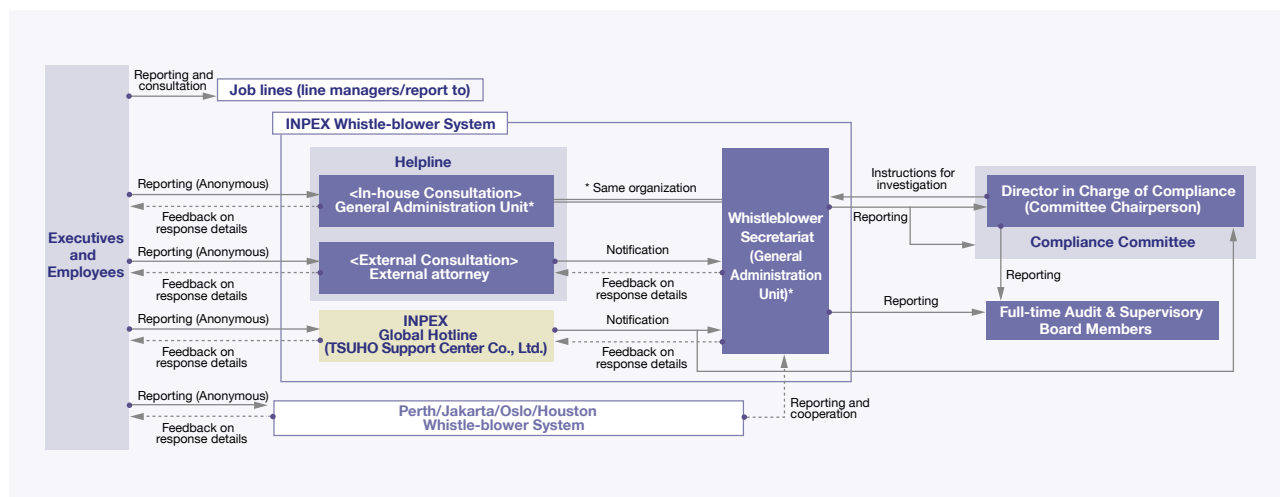
For the year ending December 31, 2022, there had been no confirmed cases of serious compliance violation, and three of the reports relating to suspected human rights, discrimination, and harassment violations remained under investigation. There were no compliance violations among the reported cases subject to disciplinary action as stipulated in the Code of Conduct. The number of consultations for each country is stated in the ESG Performance Data. ^④

We have a dedicated page on our website for handling inquiries and grievances from external stakeholders—including local residents and suppliers—and we respond to their feedback in a timely and appropriate manner. In Indonesia, in addition to our website, we provide support in the local language. In Australia, procedures have been established for community engagement and grievance management to appropriately address inquiries and grievances received from local communities. ^⑤ No grievances were recorded under those procedures during FY2022.

^④ ESG Performance Data

^⑤ Addressing Community Feedback

/ Whistleblower System



/ Anti-bribery and Anti-corruption Initiatives

Our Anti-bribery and Anti-corruption (ABC) Guidelines went into effect in 2014 following approval of the Compliance Committee. In FY2017, we revised those guidelines to form our ABC Policy and concurrently developed our ABC Procedures. The INPEX Group Global Anti-bribery and Anti-corruption (ABC) Policy was established in FY2019 as a clear and comprehensive statement of our position on ABC. The policy is disclosed on our website.

In line with our policy and procedures, preapproval is required for the giving or receiving of gifts or entertainment, and we conduct proper and necessary due diligence regarding ABC risks of potential business partners. In FY2022, 114 cases of due diligence were performed in Japan, based on the risk level of each prospective business partner.

Since FY2015, we have been working to enhance the development and operation of our ABC structure by sequentially conducting risk assessments of our head office and overseas offices and implementing improvement measures based on the results of these assessments. In FY2022, we conducted risk assessments and ABC training at our head office-based Americas Projects Unit and at our Houston and San Antonio offices. In FY2022, we also added ABC training to our ongoing compliance training for new graduates and mid-career employees.

As an ongoing initiative to improve our global ABC compliance structure, we also regularly share information and exchange views on compliance activities with our overseas offices in Perth, Jakarta, and Oslo.

It should be noted that, in FY2022, there were no major violations or disciplinary actions related to ABC.

Enhancement of Transparency through EITI Participation

Since FY2012, we have been participating in and supporting the efforts of the Extractive Industries Transparency Initiative (EITI). This multinational initiative aims to improve the transparency and sound management of the flow of funds from extractive industries to the governments of resource-producing countries. As of May 2023, 57 resource-producing countries and many supporting countries (including Japan), companies in extractive industries, and nongovernmental organizations were participating in the EITI. We provide the EITI with data concerning the participating countries where we operate projects.

Supply Chain Management

/ Our Policy

As a company that manages projects in about 20 countries worldwide, we recognize our important role in fair and impartial procurement and supply chain management. Our Details on Ethical Procurement Guideline^① expressly prohibits impediments to fair and impartial competition, abuse of a dominant bargaining position, and inappropriate granting or receipt of benefits, and requires protection of the confidentiality of supplier information and technologies. In addition to that fundamental policy on procurement, we require our officers and employees to comply with our Mission and Sustainability Principles for the purpose of fair and impartial procurement.

In FY2022, we established the Supplier Code of Conduct,^② which sets out our expectations of our suppliers across seven ESG-related areas, and includes compliance with labor and environmental laws and regulations, prevention of corruption, and respect for the INPEX Group Human Rights Policy. We manage ongoing commitments through regularly surveying and monitoring our suppliers.

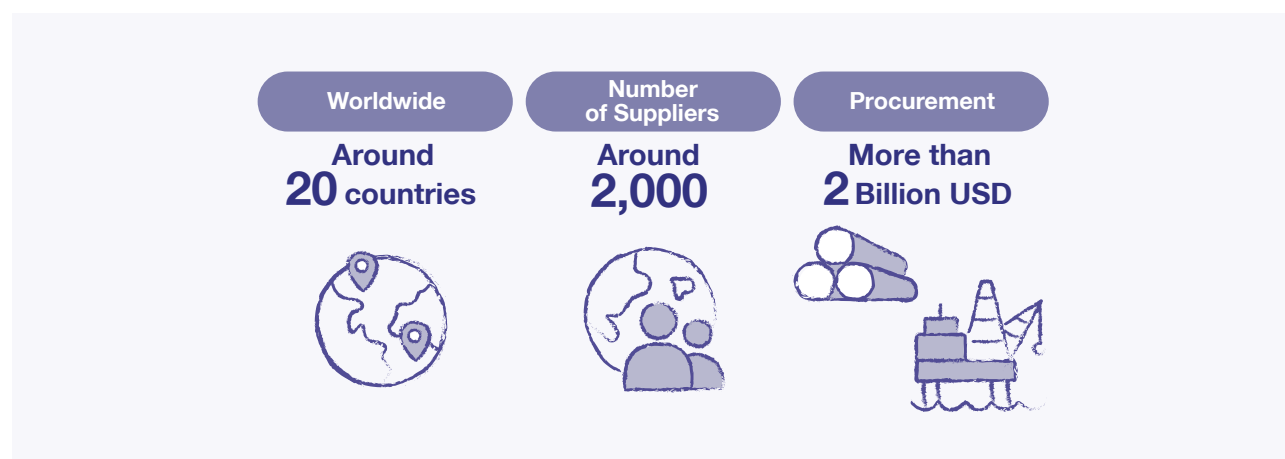
In FY2023, we established our Supplier Code of Conduct Guidelines^③ to promote understanding of the code by our suppliers. These guidelines are a more concrete description of what we seek in the Supplier Code of Conduct, and are intended to improve the level of ESG initiatives undertaken by our suppliers.

^① [Details on Ethical Procurement Guideline](#)

^② [Supplier Code of Conduct](#)

^③ [Supplier Code of Conduct Guidelines](#)

/ Procurement Overview



/ Management Structure

The Compliance Committee consists of full-time Directors, Executive Officers—including the Head of the Logistics & IMT Division responsible for supply chain management—and other members. The Committee is chaired by the officer in

charge of compliance and meets regularly to ensure strict compliance with corporate ethics and behavior in accordance with the Details on Ethical Procurement Guideline and Supplier Code of Conduct.

In January 2023, the Sustainability Committee discussed external assessments of our supply chain management, and our initiatives in this area.

In 2023, our SA8000 auditor-qualified employees have been working with the procurement departments to identify and improve sustainability risks in the supply chain. They assessed the content of questions asked in both the self-assessment surveys and CSR audits of major suppliers and added some questions on human rights and labor.

Since issues related to human rights and labor tend to vary from country to country, we are taking further measures to strengthen our risk management by adding questions related to discrimination, occupational health and safety, and—in Japan, where it is likely to pose most risk—excessive working hours.

/ Supplier Code of Conduct

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 in order to address ESG throughout our supply chain.

Area	Overview
Human rights and labor rights	General principles of human rights, including elimination of child labor and discrimination, and protection of workers
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 CO ₂ emissions, etc.
Confidentiality	Protection of personal and confidential information obtained through business operations
Local community	Promotion of coexistence and co-prosperity with local communities
Whistleblower system and grievance mechanism	Establishment of a whistleblower system (hotline) and employee education on same
Disclosure	Disclosure of ESG-related information and ensuring transparency

We require contracted suppliers to comply with the Supplier Code of Conduct by including it in our standard contracts. We also work to reduce risks across the entire supply chain by conducting ESG assessments during tenders and auditing suppliers according to risk assessments.

Respect for Human Rights

/ Our Policy

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 principles of the United Nations Global Compact.

In FY2017, we issued the INPEX Group Human Rights Policy to clearly define our commitment to respecting human rights and fulfill our responsibilities in this regard. In accordance with that policy, we implement measures to address the human rights of all stakeholders in each country and region where we operate, including stakeholders in our supply chains. The policy prohibits all forced labor and child labor and affirms our respect for freedom of association and protection of the right to organize.

To comply with the United Kingdom Modern Slavery Act 2015, since FY2016 we have annually issued a statement on our website to disclose the policies, structures, and measures that we have in place to prevent slave labor and human trafficking within the Company and throughout our supply chain.

In addition, since FY2021, INPEX Australia has annually prepared and issued the INPEX Australia Modern Slavery Statement pursuant to the *Modern Slavery Act (Australia) 2018 (Cth)* to detail the potential risks and measures taken to prevent the occurrence modern slavery in our Australian business activities.

/ Management Structure

Our approach to human rights is outlined in the INPEX Group Human Rights Policy approved by our Board of Directors. The Compliance Committee—chaired by the Board-appointed officer in charge of compliance—reports to the Board of Directors on human rights-related risks and performance.

The INPEX Group Human Rights Policy, Sustainability Principles, Business Principles, and Code of Conduct require all of our officers and employees not only to comply with laws and regulations but also to respect social norms and act with high moral values. Our Code of Conduct makes the following statements concerning human rights.

- We recognize that human rights are important rights that derive from the dignity of individuals, and we respect the human rights of individuals in relevant countries.
- We respect international norms, and we are careful to avoid being involved in any act that may infringe human rights.
- We do not discriminate based on factors such as race, skin color, gender, sexual orientation, gender identity, age, creed, religion, birth, nationality, disabilities, or educational background.
- We do not force employees to work against their will, and we do not cause children to work.

The Compliance Committee—which comprises Executive Directors, Executive Officers, and other members and is chaired by the officer in charge of compliance—meets regularly to ensure corporate ethics and behavior are in accordance with the above statements. The General Administration Unit, which serves as the secretariat of the Compliance Committee, regularly holds liaison meetings of representatives from each business unit to promote the aforementioned human rights initiatives, including the prevention of harassment.

/ Human Rights Due Diligence

Since FY2016, we have been conducting human rights due diligence at our Japan-based and overseas sites as part of efforts to enhance our human rights management. Conducted in line with the INPEX Group Human Rights Policy, we have applied this due diligence to all seven of our operational sites in three countries as of the end of 2022. The due diligence covers human rights risks to our own employees, women, children, indigenous people, migrant workers, third-party employees, and local communities.

In addition, we have continued discussions with each site to ensure implementation of the PDCA cycle through the following actions. In FY2022, we revised our human rights questionnaires for surveys and conducted surveys and interviews at our sites in Japan and, for the first time, the United States. The survey in Japan showed improvement in the management of child or forced labor risks. The assessment conducted in the United States considered salient human right risks and the practices in place for managing those risks. While our assessments found no material risks, we nonetheless continue our efforts to strengthen our human rights risk management.

In FY2022, with no operational sites requiring a human rights-related mitigation plan, there were similarly no remediation actions required.

Desktop Investigation

- Utilize the database of RepRisk—a provider of the ESG risk research and analysis—and identify potential instances of human rights violations in the oil and gas sector in the following five areas: child labor, forced labor, freedom of association and right to collective bargaining, employment discrimination, and social discrimination
- Classify the country risk of the areas in which we operate into three levels (high/medium/low) based on documents issued by Verisk Maplecroft and other research organizations

Interview Surveys

- Conduct surveys and interviews—with reference to the Global Compact Self Assessment Tool for the Ten Principles of the United Nations Global Compact—at all of our sites to understand the status of responses to human rights risks identified through the desktop investigation
- Reviewed the survey content in FY2022

Examination and Implementation of Action Plans

- Confirm the status of management of human rights risks, based on the assessment mentioned above
- Provide feedback on the assessment results to each site and discuss future actions, such as widely disseminating the INPEX Group Human Rights Policy and providing human rights education
- Continue to provide human rights education to employees to strengthen respect for human rights based on assessment results

Human Rights Due Diligence in Projects

For the projects for which INPEX serves as the operator, we manage social and environmental risks—including human rights-related risks—based on the Performance Standards of the International Finance Corporation (IFC), which are a globally recognized benchmark for environmental and social risk management. IFC Performance Standard 2—Labor and Working Conditions covers child labor, forced labor, working conditions, and grievance mechanisms.

The due diligence process previously described aligns with this performance standard.

Compliance with these standards within Ichthys LNG operations is monitored through regular reports and audits.

We also conduct due diligence of the projects in which we participate as a non-operator. In FY2020, we surveyed the operators of each project based on our human rights due diligence to confirm the status of their human rights initiatives. In FY2023, we will use similar surveys to reconfirm the status of new projects and the latest initiatives of projects covered last time.

Salient Human Rights Risks

We invited an external human rights expert to conduct a human rights risk assessment on the projects for which we serve as the operator. The key objectives of the assessment were as follows:

- Identify salient human rights risks
- Identify issues for human rights risk management

The assessment used the Human Rights Impact Assessment tool, which draws on RepRisk's database and documents from Verisk Maplecroft and other research organizations.

The salient human rights risks identified are as follows:

- Child labor
- Forced labor
- Impact on cultural heritage and traditional culture
- Infringement on the rights of local communities
- Discrimination in recruitment and employment
- Environmental damage impacting local communities

We also investigated human trafficking, equal pay, and other human rights risk areas through a risk identification and assessment process. Considering geographical and other characteristics of our business operations, and the risk assessments already conducted, these areas were not deemed to be salient human rights risks for the Company.

The assessment also analyzed the operational structure of our management system, including the PDCA cycle and monitoring, as well as the state of the INPEX Group Human Rights Policy.

/ Human Rights Initiatives

We are committed to creating processes and systems to identify and address modern slavery risks in our operations and supply chain

In FY2021, our Australian subsidiaries issued their first Modern Slavery Statement in compliance with the Australian Modern Slavery Act 2018. Our Australian-based employees have also participated in a human rights working group with other resources industry members, helping to devise the questions for a supplier self-assessment questionnaire designed to standardize the assessment of suppliers' modern slavery risks. We have since integrated this assessment into our own supplier selection process.

Also, in FY2021, we held a seminar on human rights inviting external presenters to speak to suppliers of our Japan-based sites. As an initiative at our domestic and overseas sites, we posted human rights awareness posters to spread our human rights policy to our suppliers. We are engaged in ongoing efforts to incorporate modern slavery risk management in our policies, procedures, and operational management.

Human Rights Impact Assessments

For the Abadi LNG Project in Indonesia, we have examined and assessed the human rights requirements of the IFC Performance Standards as part of environmental and social impact assessments currently being conducted. Our efforts to date for addressing human rights at each step in those assessments are summarized as follows:

Year	Processes	Human rights initiatives
2019	Selection of evaluation items	<p>Collected and analyzed existing data on:</p> <ul style="list-style-type: none"> Impacts on vulnerable groups (women, children, economically disadvantaged people, the elderly, and people with disabilities) Impacts on the local people's traditional customary law-based way of life (culture, customs, means of livelihood, etc.), sacred sites, cultural heritage, etc.
	Baseline survey	<ul style="list-style-type: none"> Performed focus group discussions (FGDs), household surveys, and key informant interviews (KIs) to understand the current status of vulnerable groups in the affected communities and their traditional ways of life (culture, customs, means of livelihood, etc.), sacred sites, cultural heritage, and land rights.
2020-2021	Impact assessment	<ul style="list-style-type: none"> Performed impact assessments on vulnerable groups and traditional ways of life during construction and operation phases.
2022-	Development of environmental management/monitoring plans	<ul style="list-style-type: none"> Currently developing environmental management and monitoring plans based on the results of the impact assessments conducted in 2020-2021.

We plan to develop internal regulations and documents related to human rights, including the requirements of the Voluntary Principles on Safety and Human Rights (VPSHR), and establish a Social Management System.

Raising Awareness of Human Rights

In FY2017, to deepen awareness of the importance of considering the human rights of various stakeholders as we go about our day-to-day business, we conducted human rights training for all officers and employees. We have continued providing this training for all new officers and employees since that time.

As a member of the Ipieca Human Rights Working Group, we collaborate on activities such as reviews of supply chain human rights due diligence guidelines, and information sharing on the prevention of child labor, forced labor, and other forms of modern slavery.

Risk Mitigation Efforts and Remediation Actions

We take the following actions to mitigate risks identified through our human rights due diligence activities:

- Review of salient human rights risks and survey content: We regularly conduct these reviews so we can more precisely monitor the risks and the actions to address them.
- Interview follow-up: We conduct follow-up interviews at sites where areas requiring improvement were identified in the initial interview.

Grievance Mechanism

We actively respond to inquiries, complaints, and grievances from all stakeholders—both internal and external—at all of our Japan-based and overseas sites. Internally, we operate a whistleblower system for the early detection of violations of human rights, discrimination, harassment, and other compliance violations.

In FY2022, ten reports related to human rights, discrimination, and harassment were received in Japan, all of which were handled appropriately in accordance with the Compliance Structure Operating Regulations and Whistleblowing Rules. For the year ending December 31, 2022, there had been no confirmed cases of serious compliance violation, and three of the reports relating to suspected human rights, discrimination, and harassment violations remained under investigation. There were no human rights, discrimination, and harassment violations among the reported cases subject to disciplinary action as stipulated in the Code of Conduct.

We have a dedicated page on our website for handling inquiries and grievances from external stakeholders—including local residents and suppliers—and we respond to their feedback in a timely and appropriate manner.

In Indonesia, in addition to the website, we provide support by facilitating telephone calls in the local language.

In Australia, a procedure has been established for community engagement and grievance handling to appropriately address inquiries and grievances received from local communities concerning human rights and compliance.

In FY2022, no human rights complaints were received in Japan, Indonesia, and Australia.

Improvement of the Work Environment

Aligned to our Code of Conduct, we strive to create a sound work environment for our employees, which is in part achieved through fair working hours and fair income.

We ensure that standard working hours at all of our sites in Japan and overseas are a maximum of 48 hours per week, and any overtime work is performed with the consent of the employee concerned.

We also pay wages to all employees at a level that exceeds the living wage of the site where they work.

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. Our overseas offices also have forums for discussions on labor issues between management and labor representatives.

We strive to maintain and develop a healthy labor and management relationship by regularly providing opportunities for these parties to exchange views and ideas on a wide range of issues in addition to labor issues, such as challenges faced by the Company and future prospects.

In addition, at offices in Japan, biannual labor-management meetings are held jointly with five labor union branches, and close communication and dialogue between labor and management is also conducted at the branch level.

We provide appropriate notification in advance of any operational changes that will significantly affect employees.

No complaints have been received from the union since it was formed in 2008.

Climate Change

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84 Climate Change Response Goals and
Efforts to Achieve Them

94 Ongoing Initiatives to Address TCFD
Recommendations

Our Policy

In January 2021, INPEX defined its goals for addressing climate change to meet the objectives of the Paris Agreement, establishing a corporate target of net zero emissions by 2050 (Scope 1 and 2). This will require a reduction in net carbon intensity of at least 30% by 2030.

Our disclosures related to climate change response are in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We continue to expand the oversight and involvement of our Board of Directors in the governance of our climate change response. In designing business strategies, we assess our ability to respond to multiple scenarios, including the scenarios outlined by the International Energy Agency (IEA) World Energy Outlook (WEO) and the Institute of Energy Economics, Japan (IEEJ) as we evaluate our business portfolio. We also reference the Net Zero Emissions by 2050 Scenario (NZE) ^① in the IEA WEO.

We maintain an annual assessment structure to assess climate change risks and opportunities and implement measures derived through that process. Our program to manage GHG emissions involves promoting initiatives to achieve our climate change response goals and monitoring our progress.

^① Net Zero Emissions by 2050 Scenario (NZE): An IEA scenario that shows a pathway for the global energy sector to achieve net zero CO₂ emissions by 2050

/ Message from the Officer in Charge of Climate Change Response

In February 2022, INPEX launched its Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022). This lays out our path to achieving the target of net zero emissions by 2050 as announced in 2021. We have additionally set a goal to reduce net carbon intensity by 10% (4.1 kg-CO₂-e/boe) or more over the three years from 2022 as a quantitative target in our Medium-term Business Plan.

Our basic policy for a net zero carbon society by 2050 is summed up in the statement: “As a pioneer in energy transformation (EX), INPEX will provide a stable supply of diverse and clean energy sources including oil and natural gas, hydrogen and renewable power.” We aim to transform net zero carbon from an ideal to reality by around 2030.

Specifically, we will accelerate expansion of the five net zero businesses: (1) hydrogen and ammonia; (2) reduce CO₂ emissions from oil & gas operations (CCUS); (3) renewable energy; (4) carbon recycling and new businesses; and (5) forest conservation. At the same time, we will maintain a stable supply in our oil and gas business while taking great steps to make the business cleaner.



Kimihisa Kittaka
Director, Senior Managing Executive Officer, Senior Vice
President in charge of Corporate Strategy & Planning

INPEX Vision @2022 is also reflected in our Corporate Position on Climate Change (revised March 2022), and the progress of our initiatives for responding to climate change and the five net zero businesses as outlined in the vision is included in INPEX's Current Initiatives. ²

² Corporate Position on Climate Change and INPEX's Current Initiatives

INPEX Climate Change Response Milestones

2020	2021	2022	2023
<ul style="list-style-type: none"> Made the Climate Change Strategy Working Group an advisory body to the Sustainability Committee Established our Guidelines for Assessment and Management of Climate-related Risks and Opportunities Obtained a CDP Climate Change A- score Disclosed greenhouse gas emissions on an equity share basis 	<ul style="list-style-type: none"> Announced our Business Development Strategy and set climate change response goals Revised our Corporate Position on Climate Change Established our Guidelines for Transactions and Management of VCUs¹ Established our Guidelines for Climate Change Response Goals Obtained a CDP Climate Change A- score Participated in the IC-VCM² consultation group 	<ul style="list-style-type: none"> Announced our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) Revised our Corporate Position on Climate Change Participated in the CCS+ initiative³ Created a forestation credit screening form (improved the process) Obtained a CDP Climate Change A- score 	<ul style="list-style-type: none"> Implemented the financial Impact assessment based on the NZE scenario Updated INPEX's Current Initiatives based on INPEX Vision @2022

¹ VCUs: Verified Carbon Units

² IC-VCM: Integrity Council for Voluntary Carbon Markets, an organization promoting the development of global standards for the quality of voluntary carbon credits

³ CCS+ initiative: An international initiative to develop a methodology for creating credits from projects related to CCUS

Climate Change Response Goals and Efforts to Achieve Them

We have set three goals to help realize a net zero carbon society in accordance with the objectives of the Paris Agreement.

The first goal is to achieve net zero emissions by 2050 pursuant to the Paris Agreement. The second is to achieve a reduction of at least 30% in net carbon intensity (compared to 2019) by 2030 in the process of fulfilling the first goal. Scope 1 and 2 emissions, which are emissions from our business processes, come under these goals. The third goal is to cooperate with all relevant stakeholders across the value chain to reduce the Scope 3 emissions from combustion of the oil and gas we sell.

In our 2022–2024 Medium-term Business Plan, we added one further goal to reduce our net carbon intensity by 10% (4.1 kg-CO₂-e/boe) over that three-year timeframe, in pursuit of our 2030 target. In FY2022, the first year of this plan, we managed to reduce our net carbon intensity to 28 kg-CO₂-e/boe.

In addition to promoting our five net zero businesses and moving towards cleaner upstream businesses, specific measures we plan to take to achieving our net zero goals include: maintaining methane emissions intensity (methane emissions/natural gas production) at its current low level (about 0.1%); and zero routine flaring.

Details of these initiatives are set out in our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) and INPEX's Current Initiatives based on the Corporate Position on Climate Change.

/ Climate Change Goals

INPEX has set its own goals to help achieve a net zero carbon society in accordance with the objectives of the Paris Agreement.

2050

NET ZERO^{*1}
in absolute emissions
(Scope 1+2)

^{*1} On INPEX equity share basis

2030

30% OR MORE^{*2}
reduction in net carbon intensity
(Scope 1+2)

^{*2} In comparison with 2019

Scope3

REDUCTION
work together with all relevant
stakeholders to address challenges
across the value chain

INPEX Emissions

	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec
Direct GHG Emissions (Scope 1) ¹ (thousand tons CO ₂ e)	7,328	7,302	6,839
Indirect GHG Emissions (Scope 2) ¹ (thousand tons CO ₂ e)	148	136	69
Net carbon intensity ² (kg CO ₂ e/boe)	35	33	28
Methane emissions intensity ³ (%)	0.07	0.04	0.05

INPEX's Net Carbon Intensity

$$\frac{\text{Scope1} + \text{Scope2} - \text{offsets}^4}{\text{Net production of oil and natural gas upstream businesses} + \text{Electricity generated from renewable energy businesses}}$$

1 INPEX's equity share emissions

2 Net carbon intensity including offsets

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

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

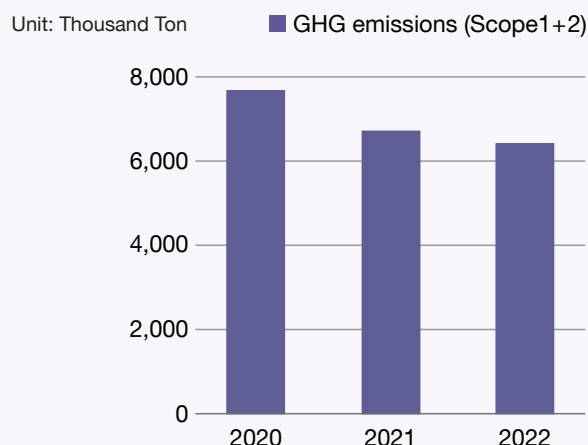
/ Making Our Operations Cleaner

In FY2022, GHG emissions within our operational control^① amounted to 6.38 million tons-CO₂-e, a decrease of approximately 0.32 million tons-CO₂-e on FY2021 levels. The main reason for the decrease was a reduction at Ichthys LNG of the low-pressure gas flaring^② that occurs during the gas treatment process. The reduction was achieved due to the stabilization of operations at Ichthys LNG, which commenced year-round operations in FY2019.

① Operational control: This scope includes our head office and Technical Research Center (both in Tokyo), overseas offices, and operational organizations in Japan and overseas

② Flaring: The act of incinerating and detoxifying excess hydrocarbon gas produced by crude oil drilling facilities and gas processing facilities, instead of releasing it to the atmosphere

/ Annual GHG Emissions within INPEX's Operational Control (Scope1+2)



Aggregation, Analysis, and Reporting of GHG Emissions

The GHG emissions from each office are regularly aggregated, analyzed, and reported in accordance with procedures based on host country systems as well as international guidelines. We also obtain third-party assurance of our environmental data to ensure the reliability of our GHG emissions reporting.

Efforts to Reduce GHG Emissions

In our operator projects in Japan and overseas, depending on the situation at each site, we carry out energy-saving activities to reduce GHG emissions, avoid continuous flaring and venting during routine operations, and reduce fugitive methane emissions.

In our domestic exploration and development operations, through our membership in the Japan Petroleum Development Association, we participate in the Keidanren Carbon Neutrality Action Plan, a voluntary emissions reduction initiative of the Japan Business Federation (Keidanren).

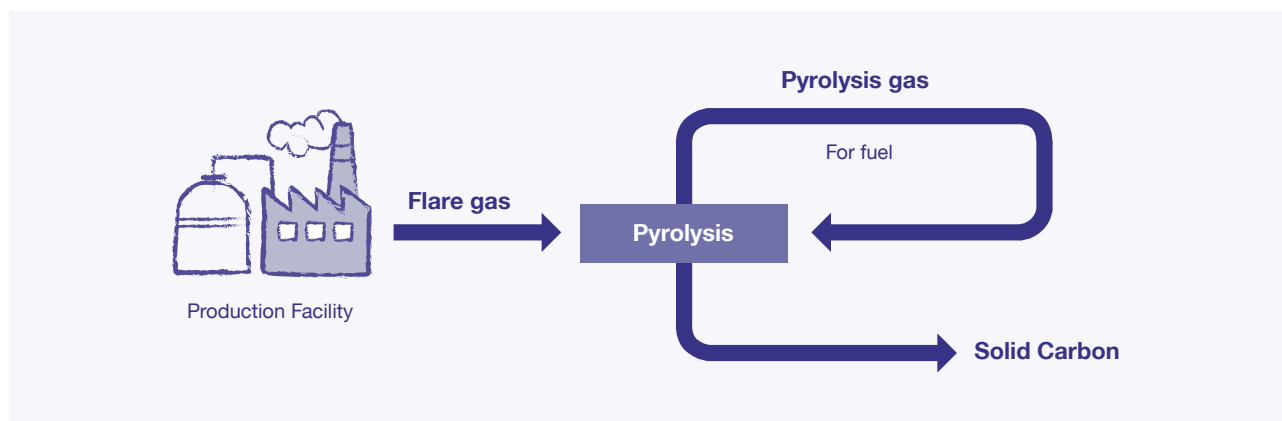
In FY2021, we reexamined our targets for reducing emissions by FY2030.

Efforts to Reduce Flaring

We have set a goal of zero routine flaring in our operator projects by 2030. To reach this goal, since FY2021 relevant departments across the Company have been working together to study measures to reduce flaring.

In Japan, as part of our research and development of flaring reduction measures, we are studying the introduction of initiatives to reduce atmospheric CO₂ emissions by fixing carbon in the flare gases through the use of methane pyrolysis technology

/ Zero Flare by Methane Pyrolysis



As small quantities of non-condensable gas from oil production fields encounter challenges in feasible utilization, such gas is often incinerated in the flare system with CO₂ emissions. The application of methane pyrolysis technology enables the extraction of solid carbon from flare gas and consequently, reduce CO₂ emissions by flaring.

Efforts to Reduce Fugitive Methane Emissions

Our target is to maintain our methane emissions intensity at its current low level (about 0.1%).

In FY2022, our methane emissions intensity was 0.05, which is below our target level.

To manage and reduce methane emissions, we have been aggregating and reporting data on fugitive methane emissions based on international methods since FY2018. In FY2019, we conducted methane leak inspections at the applicable points of equipment and facilities at our projects in Japan. We also established a structure for data aggregation and reporting. In FY2020, we brought in a laser methane detector to conduct leak inspections at almost all applicable points and took measures for any points where fugitive emissions were detected.

For our overseas projects, in FY2022 we carried out methane leak inspections through the leak detection and repair (LDAR) program using infrared cameras at the Ichthys LNG central processing facility (CPF) and floating production, storage, and offloading (FPSO) facility.

We are considering implementing similar inspections at other overseas projects and will continue to take further action to reduce fugitive methane emissions.

We will also continue to enhance our methane emissions management in light of international initiatives and trends related to the Measurement, Reporting, and Verification (MRV) framework and methane emissions management.

/ CO₂ Absorption through Forest Conservation

Forest Conservation as One of the Five Net Zero Businesses

In our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) published in February 2022, we identified forest conservation as one of the five net zero businesses we plan to promote in pursuit of a net zero carbon society by 2050.

Importance of Forest Conservation and Afforestation in Tackling Climate Change

There is now growing interest in nature-based solutions as a way to tackle climate change, and as a responsible company with worldwide operations, we are also eager to increase our involvement in this area.

Forest conservation and afforestation projects not only reduce CO₂ emissions by preventing deforestation and forest degradation and increase CO₂ absorption through afforestation, but also offer co-benefits by safeguarding critical biodiversity, conserving water sources, reducing soil erosion, and raising the living standards of local communities, thereby contributing to achieving the United Nations' Sustainable Development Goals (SDGs).

INPEX's Forest Conservation and Afforestation Initiatives

In accordance with the approach of a mitigation hierarchy,^④ we are focusing on CO₂ absorption through forest conservation and afforestation as a complement to our initiatives to achieve our net zero goal through cleaner oil and gas businesses, a transition to natural gas, CCUS, and renewable energy.

As the operator of Ichthys LNG, INPEX has built experience in forestry projects to reduce CO₂ emission through its involvement in the planting and management of eucalyptus trees and in savannah fire management programs in Australia.

In March 2022, we entered a memorandum of understanding with the Australia and New Zealand Banking Group (ANZ) and Qantas Airways to progress the evaluation of a project that brings together carbon farming and renewable biofuels.

In addition, we are supporting the Rimba Raya Biodiversity Reserve REDD+ project in Indonesia run by InfiniteEARTH, through which we started acquiring long-term carbon credits in FY2021.

^④ Mitigation hierarchy: The idea that after avoiding, minimizing, or taking steps to remedy negative impacts on the environment, the final measure should be an offset to compensate for any remaining impact



Forest in Rimba Raya Biodiversity Reserve

/ INPEX's Approach to Procuring and Utilizing Carbon Credits

For our carbon offsets on GHG emissions, we use carbon credits certified under highly trusted domestic and international schemes, which we receive in return for support and participation in forest conservation projects. We also track the latest developments in the carbon credit market such as initiatives in Japan and overseas and assess the medium- and long-term performance of our projects. Through these efforts, we work to procure high-quality credits.

Credits Certified under Highly Trusted Domestic and International Schemes

We select and use carbon credits certified under the following schemes:

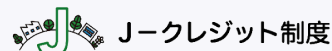
VCS (Verified Carbon Standard): Verification standard established by Verra, an international body for setting carbon offset standards



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



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



Efforts to Procure High-quality Credits

(1) Internal Project Assessments

To ensure acquisition of high-quality carbon credits from top-grade projects, we first assess projects before making a final selection and purchase. These assessments are designed to identify any permanence⁴ concerns or potential issues with local communities and other stakeholders, and also to verify that land ownership and usage rights are unambiguous and guaranteed to extend beyond the life of the crediting period. We make a comprehensive judgment on projects by considering the results of these internal assessments alongside the results of credit evaluations by external assessment companies such as Calyx Global.

(2) Priority on Projects with Co-benefits

In addition to the effectiveness of reducing CO₂ emissions and absorbing CO₂, we give preference to projects that deliver co-benefits by contributing to the United Nations' SDGs.

⁴ Permanence: The concept that refers to the need to ensure that CO₂ reduction and absorption volumes are non-reversible, with no risk of release into the atmosphere

SD Vista: Sustainable Development Verified Impact Standard: This is a framework for certifying a project's contribution to the SDGs. The Rimba Raya Biodiversity Reserve REDD+ project received certification for all 17 SDGs.

CCB (Climate, Community and Biodiversity Standards): This framework certifies projects that simultaneously address climate change, support communities and conserve biodiversity. The Rimba Raya Biodiversity Reserve REDD+ project was awarded Gold Level (projects providing exceptional benefits) on all three criteria.



/ Supply Chain Emission Reduction Initiatives—Towards Scope 3 Reduction

Promoting the Sale of Carbon-neutral Products

We promote the sale of carbon-neutral products to our customers and the total GHG emission reduction through the sales of such products so far is more than 2 million tons of CO₂ equivalent. Carbon-neutral products comprise LNG, natural gas, or LPG products sold by INPEX for which the GHG emissions produced across the life cycle—from extraction through transportation and combustion—are offset by the equivalent volume of carbon credits, resulting in net zero GHG emissions. By supplying these carbon-neutral products, we contribute to our customers' efforts to reduce their supply chain carbon footprints.

Efforts to Reduce Contractor and Supplier Emissions

We encourage our contractors and suppliers to reduce their GHG emissions. Our Supplier Code of Conduct sets out specific expectations for these business partners to undertake voluntary environmental initiatives, such as improving energy efficiency and other measures to reduce GHG emissions.

The INPEX Health, Safety and Environmental (HSE) Policy also states that we will “pursue every effort to reduce Greenhouse Gas (GHG) emissions and adhere to the GHG emissions management process.” In line with our efforts to reduce emissions across the supply chain, our contractor and supplier agreements include a clause requiring compliance with our HSE Policy.

/ The INPEX Low-Carbon Society Scenarios

In considering the outlook for the business environment, including energy demand and supply toward a low-carbon society by 2050, ^⑤ we refer to the Stated Policies Scenario (STEPS), the Announced Pledges Scenario (APS), and the NZE Scenario of the IEA WEO as well as the Reference Scenario and Advanced Technologies Scenario of the IEEJ.

Our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022) was developed utilizing these scenarios, and going forward, we will continue to use scenario reviews to quickly identify changes in the business environment and review management strategies and plans in line with social trends.

^⑤ The IEA WEO sets out a panoramic view of the international energy scene through 2050

Key Referenced Scenarios

International Energy Agency (IEA) World Energy Outlook (WEO)

Stated Policies Scenario (STEPS)

Announced Pledges Scenario (APS)

Net Zero Emissions by 2050 Scenario (NZE)

Institute of Energy Economics, Japan (IEEJ)

Reference Scenario

Advanced Technologies Scenario

Assessment of Financial Impact of Climate-related Risks

We use two methods to assess the potential financial impact of climate-related risks.

The first method is an economic assessment of projects using our internal carbon price. This assessment forms our base case. The reason we use this is because more than 130 countries have already declared net zero targets by 2050, and we expect a growing number of countries to introduce carbon pricing as they bolster efforts to tackle climate change.

We review our internal carbon price each year with reference to the carbon prices in the IEA WEO STEPS. Starting in FY2023, we reflect the IEA WEO carbon price forecast and reference relevant policy cost forecast if there is a carbon price system in the country in which we operate; and if not, we reference variable prices linked to the STEPS EU prices (2030: US\$90/tCO₂e; 2040: US\$98/tCO₂e; 2050: US\$113/tCO₂e).

Our second method is to assess the financial impact on our business portfolio. This is an assessment of the financial impact of the market risks to our portfolio resulting from the oil and carbon prices in the IEA WEO APS and NZE. Changes in the oil and carbon prices shown in the IEA WEO APS and NZE are applied to the net present value (NPV) calculation for the project, and the percentage of change from the NPV for the base case is calculated as the impact on our portfolio.

Despite difficulties in formulating assumptions, we have adopted this as one of the methods to assess the financial impact on our portfolio. We will continue to refine the implementation standards for this method and to improve the competitiveness of our portfolio as we factor in changes in the business environment.

Two Approaches to Financial Assessment

	Assessment using internal carbon price	Assessment under various scenarios
Financial impact assessment method	Financial impact assessment of carbon pricing policies on projects	Financial impact assessment based on oil and carbon prices under the following scenarios: <ul style="list-style-type: none"> ● Announced Pledges Scenario (APS) ● Net Zero Emissions by 2050 Scenario (NZE)
Metric	IRR based on internal carbon price (base case)	The percentage of change from NPV based on application of the relevant index price (sensitivity analysis)
Status	Adopted as base case since FY2021	Implemented since FY2018; NZE scenario added from FY2022

Ongoing Initiatives to Address TCFD Recommendations

/ Governance Structure for Climate Change Response

Our Board of Directors maintains its supervisory role and has expanded its involvement in our climate change response. Specifically, matters relating to the Company's basic policy on climate change response require a resolution of the Board of Directors. In FY2022, proposals related to climate change response—including the five net zero businesses—were discussed at 14 of the 15 Board of Directors meetings held. This resulted in six items for resolution and 16 items for deliberation and reporting.

In January 2021, we announced our goals for tackling climate change based around our corporate target of net zero emissions by 2050 (Scope 1 and 2). In February 2022, we released our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022), which calls for accelerated expansion of each of our five net zero businesses as a path towards net zero emissions in 2050. Aligned to this, we revised and disclosed our Corporate Position on Climate Change^① in March 2022. We also update and disclose, in principle once a year, INPEX's Current Initiatives,^① a document that details progress in implementing measures to address climate change based on the Corporate Position on Climate Change.

The governance structure for our climate change responses has been highly evaluated both in Japan and overseas, and was listed in the TCFD 2022 Status Report^② as a case study.

^① "Corporate Position on Climate Change" and "INPEX's Current Initiatives"

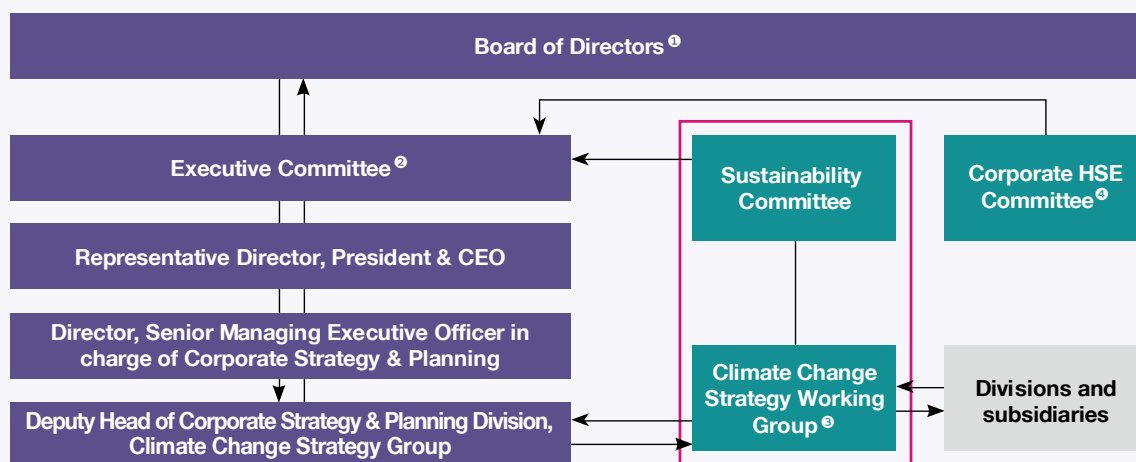
^② TCFD2022 Status Report

Climate Change Response and Officers' Compensation

In FY2022, we revised our compensation system for all of our internal Directors, including the Representative Director. We adopted net carbon intensity—the indicator used in our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)—as a key performance indicator for stock-based compensation.

For the officer in charge of climate change response, qualitative targets are set each year to promote climate change response, including goals for addressing climate change, risk management, and information disclosure. The degree to which these targets have been achieved is evaluated and reflected in their compensation.

/ Governance Framework for Climate Change Response



/ Roles

- ① Supervision of Corporate Position on Climate Change, and monitoring of climate change responses
- ② Decisions on assessments of climate-related risks and opportunities, and decisions on important goals relating to climate change
- ③ An advisory body to the Sustainability Promotion Committee, comprising about 30 cross-organizational members and responsible for assessing climate-related risks and opportunities.
- ④ Collection, analysis, and reporting of GHG emissions according to the Health, Safety and Environmental (HSE) Policy

/ Assessment and Management of Climate-related Risks and Opportunities

As a general rule, we assess and manage climate-related risks and opportunities in an annual cycle. Our overall response to climate change is handled by the Climate Change Strategy Group that resides in the Corporate Strategy & Planning Unit of the Corporate Strategy & Planning Division.

The Climate Change Strategy Working Group (WG)—composed of some 30 representatives from each division of the Company—conducts climate-related risk assessments and develops proposals for prevention or mitigation measures.

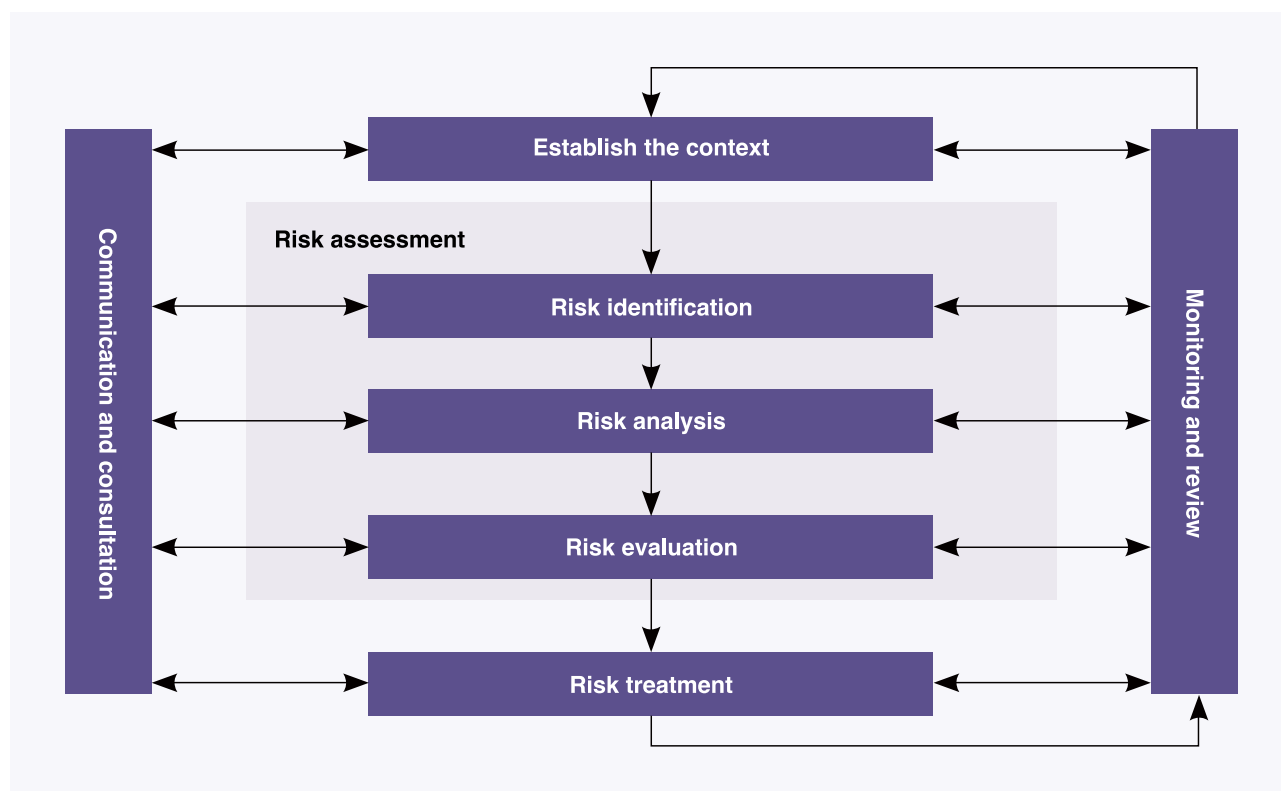
These proposals are deliberated in Sustainability Committee. These measures are discussed in Sustainability Committee meetings and reflected in annual plans.

Our climate-related risk assessment process follows the procedure outlined in ISO 31000:2009 (Figure A), an international risk management standard. We update external and internal factors and share information regarding the Company's status among WG members. We then identify risks and analyze their causes, preventive measures, mitigation measures, and residual risks (Figure B). The residual risks are assessed using the Risk Assessment Matrix based on TCFD Recommendations (Figure C), developed by INPEX.

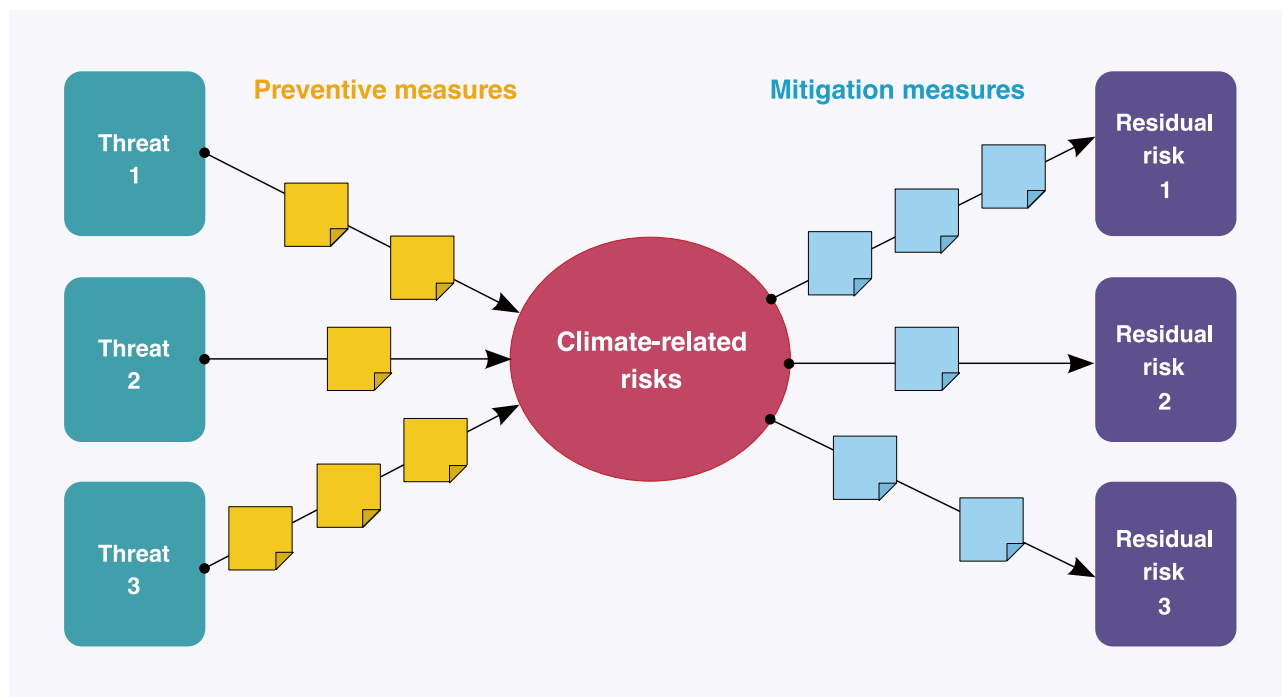
In FY2022, our disclosure of climate-related risk assessments was featured as a good example in the Guidance on Climate-Related Financial Disclosures 3.0 (Case Examples)^③ published by the TCFD Consortium.

^③ [Guidance on Climate-Related Financial Disclosures 3.0 \(Case Examples\)](#)

/ Figure A. ISO31000 Process



/ Figure B. Risk Analysis Process



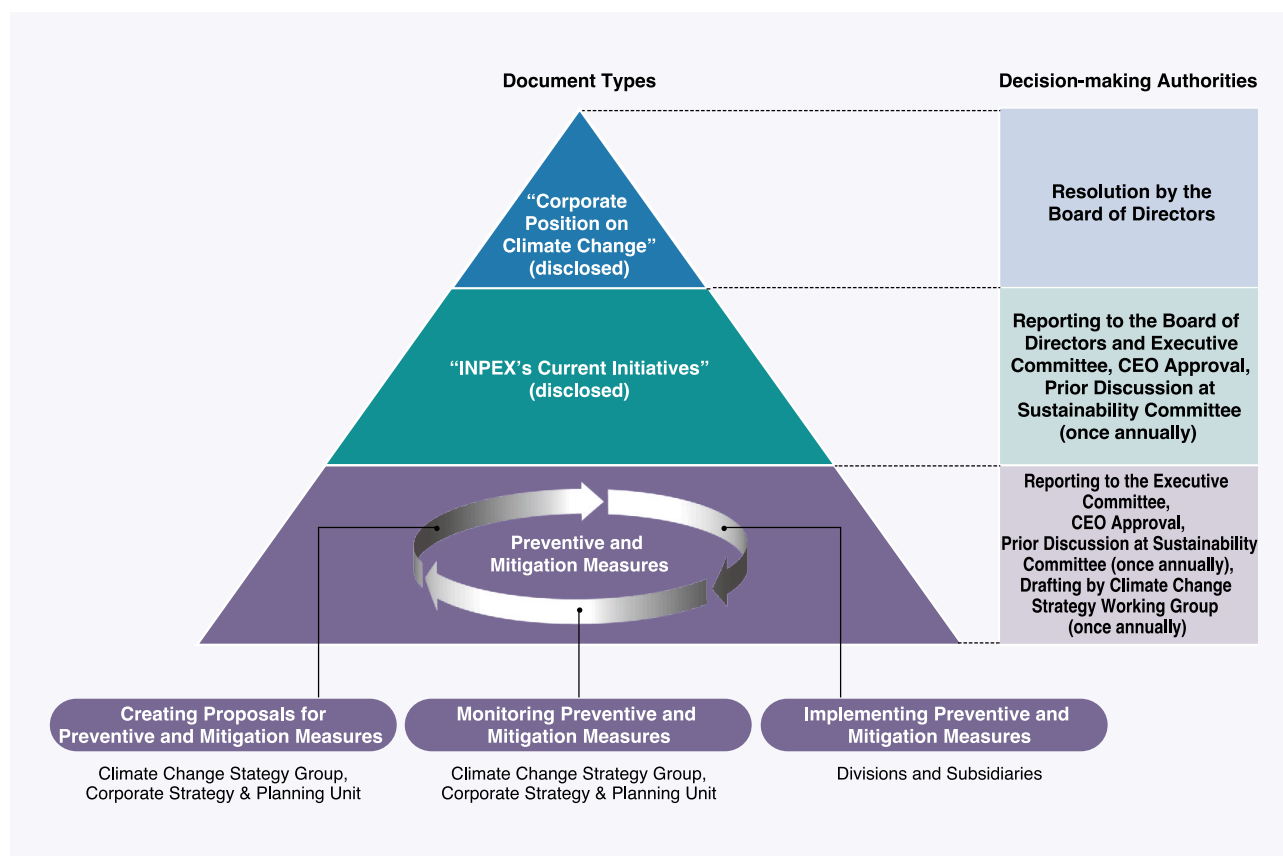
/ Figure C. Risk Assessment Matrix based on TCFD Recommendations

		Likelihood				
		5 Highly unlikely	4 Unlikely	3 About as likely as not	2 Likely	1 Highly likely
Severity of consequences	A Significant	A5 Medium-Low	A4 Medium-High	A3 Medium-High	A2 High	A1 High
	B Major	B5 Medium-Low	B4 Medium-Low	B3 Medium-High	B2 Medium-High	B1 High
	C Moderate	C5 Low	C4 Medium-Low	C3 Medium-Low	C2 Medium-High	C1 Medium-High
	D Minor	D5 Low	D4 Low	D3 Medium-Low	D2 Medium-Low	D1 Medium-High
	E Insignificant	E5 Low	E4 Low	E3 Low	E2 Medium-Low	E1 Medium-Low

As outlined in our Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022), we take a Company-wide approach to climate-related opportunities, with the Hydrogen & CCUS Development Division and Renewable Energy & New Business Division at the core.

INPEX's Current Initiatives based on the Corporate Position on Climate Change additionally details initiatives related to the five net zero businesses, cleaner upstream businesses, and the transition to natural gas. This document is deliberated on by the Sustainability Committee, approved by the President & CEO, and then reported to the Executive Committee and the Board of Directors (Figure D).

/ Figure D: Process of Assessing and Managing Climate-related Risks



/ FY2023 Status of Climate Change-related Risks: Assessment Coverage, Expected Timing and Action Plans

Transition risks

Risk category	Risk description	Expected timing of risk occurrence		Action plan
Policies and regulations (related to Scope 1 emissions)	<ul style="list-style-type: none"> ● Risk of increased costs due to earlier-than-expected introduction and strengthening of a carbon price system ● Risk of stricter regulations for methane emissions management 	Short-term	Medium-term	<ul style="list-style-type: none"> ● Ongoing monitoring of external environment, including trends in carbon pricing policies ● Economic assessment using our internal carbon price as a base case; ongoing revision based on EU STEPS prices in the IEA WEO or the policy carbon cost forecast for each country ● Introduction of clean energy in project operations as an initiative for reducing emissions ● Management to maintain methane emissions intensity at 0.1% ● Engagement with relevant stakeholders
Technologies and markets (oil and gas demand/price drops)	<ul style="list-style-type: none"> ● Risk of progressively lower demand or lower prices for oil and gas due to cost reductions for renewable energies, electric vehicles, and batteries, or a market preference for low-carbon energy ● Risk of customer preference for gas/LNG with lower net carbon intensity 	Medium-term	Long-term	<ul style="list-style-type: none"> ● Monitoring of technology/market trends ● Implementation of economic assessment using the IEA WEO Announced Pledges Scenario (APS) as main scenario; consideration of the Net Zero Emissions by 2050 Scenario (NZE) ● Initiatives to reduce costs ● Promotion of transition to natural gas and CCS
Reputation (related to Scope 1 emissions)	Risk of Scope 1 emissions being a concern to stakeholders	Short-term		<ul style="list-style-type: none"> ● Establishment of targets as at least 30% reduction in emissions intensity for 2030, and net zero by 2050 ● Promotion of technical development and commercialization with the goal of achieving at least 2.5 million tons annually of CO₂ emissions by around 2030 ● Maintenance of methane emissions intensity (methane emissions / natural gas production) at current low levels (about 0.1%) ● Zero routine flaring by 2030

Risk category	Risk description	Expected timing of risk occurrence		Action plan
Reputation (related to Scope 3 emissions)	Risk of worsening image of oil and gas companies as Scope 3 emissions come under scrutiny	Short-term	Medium-term	<ul style="list-style-type: none"> Engagement with stakeholders to reduce Scope 3 emissions Encouragement of development and spread of natural gas Sale of carbon-neutral LNG
Financing	Risk of adversely affecting funding as investors or financial institutions consider our information disclosure to be inadequate	Short-term	Medium-term	<ul style="list-style-type: none"> Promotion of information disclosure in line with TCFD recommendations Dialogue and engagement with investors and financial institutions

Physical risks

Risk category	Risk description	Expected risk timing		Action plan
Acute	Risk that extreme weather phenomena will adversely affect operating facilities	Short-term	Medium-term	<ul style="list-style-type: none"> Regular assessment of physical risks
Chronic	Risk the long-term average temperature increases, changes in rainfall patterns, and sea level rises adversely affect operational facilities	Medium-term	Long-term	

Short-term

up to one year

Medium-term

one to five years

Long-term

longer than five years

/ FY2023 Status of Climate Change Opportunities

Opportunities related to resource efficiency

Opportunity assessment target	Timing	Opportunities - Long-term Strategy and Response Status
Improvements to energy efficiency in production processes	Short-term	<ul style="list-style-type: none"> Implementation of low-carbon operations through the fuel gas flaring reduction initiative, gas leak detection and repair (LDAR) program, and other initiatives at Ichthys LNG in Australia

Short-term

up to one year

Medium-term

one to five years

Long-term

longer than five years

Opportunities related to energy sources

Opportunity assessment target	Timing		Opportunities - Long-term Strategy and Response Status	
Use of renewable energy sources in production processes	Short-term	Medium-term	<ul style="list-style-type: none"> Supply of clean power to maritime production facilities through power generation at the floating wind farm in the Snorre Oil Field in Norway Evaluate the potential to introduce onshore hydropower in the Wisting Oil Field development plan 	
	Short-term	Medium-term	one to five years	Long-term
Short-term		up to one year	Medium-term	one to five years
Long-term		longer than five years		

Opportunities related to products and services

Opportunity assessment target	Timing		Opportunities - Long-term Strategy and Response Status	
Promotion of CCUS	Medium-term		<ul style="list-style-type: none"> Signed a memorandum of understanding with PTTEP (a state-owned resource development company in Thailand) and JGC and start discussions towards a joint CCS project in Thailand Conduct a joint feasibility study for a CCS project in Sarawak, Malaysia, through a joint cooperation agreement with local company PETROS Conduct a joint feasibility study related to a large-scale wide-area CCS value chain project through maritime freight, following memorandum of understanding signed with ITOCHU, Mitsubishi Heavy Industries, and Taisei Conduct a study for CCS project development at the Tangguh LNG Project in Indonesia, based on a production sharing agreement Conduct injection testing in FY2023 for a CO₂ EOR verification trial in the Minamiaga Field Office and consider moving to the next phase Progress assessments and other preparations for introducing CCS at Ichthys LNG Consider and launch new projects in Japan and overseas 	
Expansion of hydrogen projects	Medium-term	Long-term	<ul style="list-style-type: none"> Signed a joint memorandum of understanding with AGL Energy, a local power generation company in Australia, for hydrogen hub project development in Australia; currently investigating hydrogen exports and methanation using hydrogen Exploring initiative for ammonia fuel supply transportation through joint concept study for ammonia bunkering vessel with Mitsubishi Shipbuilding 	

Opportunity assessment target	Timing		Opportunities - Long-term Strategy and Response Status
			<ul style="list-style-type: none"> ● Procuring materials and equipment for ground preparation, CO₂ injection, production, and observation well drilling for the hydrogen and ammonia production demonstration project in Kashiwazaki City, Niigata Prefecture, Japan. Planned start of operations in FY2025. ● Pursue opportunities to participate in clean ammonia business in Abu Dhabi ● Consider and launch new projects in Japan and overseas
Expansion of renewable energy projects	Short-term	Medium-term	<p>Wind power generation</p> <ul style="list-style-type: none"> ● Progress development of offshore wind power business, and construction of a floating offshore wind power project offshore Goto City, Nagasaki Prefecture, Japan ● Ensure stable operations and expand business at European wind power projects ● Generate business opportunities in Southeast Asia, Australia, and the United States <p>Geothermal power generation</p> <ul style="list-style-type: none"> ● Carry out additional development at Muara Laboh Geothermal Power Project in Indonesia ● Progress construction for Oyasu Geothermal Power Project ● Progress geothermal exploration activities in Indonesia, Japan and other regions
Promotion of carbon recycling		Long-term	<ul style="list-style-type: none"> ● Commence plant construction for planned 2025 launch of synthetic methane production as a methanation technical development project ● Pursue further R&D in artificial photosynthesis
Development of projects in new fields	Medium-term	Long-term	<ul style="list-style-type: none"> ● Conduct studies regarding drone utilization, methane pyrolysis, CO₂ recovery, storage battery-related projects, etc.
Promotion of the carbon-neutral product sale		Short-term	<ul style="list-style-type: none"> ● Further expansion of the carbon-neutral product sales and expansion of carbon credit portfolio
Promotion of forest conservation		Medium-term	<ul style="list-style-type: none"> ● Signed a joint memorandum of understanding with Australia and New Zealand Banking Group (ANZ) and Qantas Airways to evaluate carbon farming and renewable biofuel project potential in Australia
<div>Short-term</div> up to one year <div>Medium-term</div> one to five years <div>Long-term</div> longer than five years			

Opportunities related to the market

Opportunity assessment target	Timing	Opportunities - Long-term Strategy and Response Status
Diversity of energy supply	Medium-term	<ul style="list-style-type: none"> Establish a gas value chain in Asia through investment in midstream and downstream businesses such as LNG bunkering, receiving terminals, small-scale distribution, and power generation
Development of cleaner natural gas	Medium-term	<ul style="list-style-type: none"> Conduct studies with the view to increased production capacity and expansion at Ichthys LNG in Australia; pursuit of project opportunities in Southeast Asia Promote business activities in Indonesia, including the introduction of CCUS in the Abadi LNG Project.

Short-term

up to one year

Medium-term

one to five years

Long-term

longer than five years

/ Development of Physical Risk Assessment Process

In FY2018, we reviewed the process for assessing physical climate-related risks and drew up a roadmap. The following year, we began rolling out physical risk assessments for our major operator projects and non-operator projects, including at our Naoetsu LNG Terminal. In FY2022 we carried out a reassessment at this facility due to an update to the scenario on which the original assessment was based. Here, as in other assessments, we used indices such as mid-21st century average temperature rises or sea level rise in the Representative Concentration Pathways 8.5 (RCP 8.5) scenario outlined in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5).

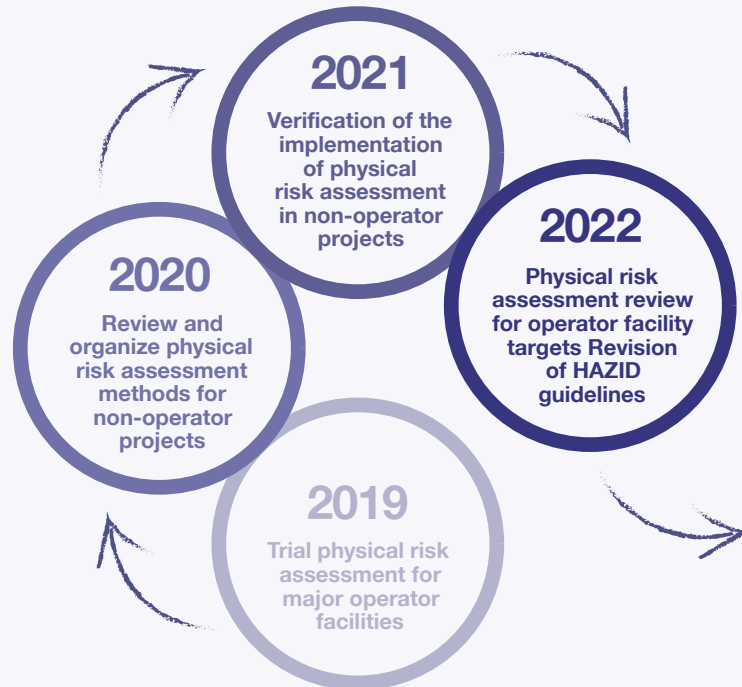
For chronic risks, the assessments indicate a low risk from floods at Ichthys LNG and other major facilities located on the seaboard because they have been designed to withstand rising sea levels. Future temperature increases could conceivably impair operating efficiency, but because we conduct ongoing improvements to the facilities as required, we have concluded that no major damage is likely to occur through 2030.

For acute risks, we strive to ensure that our major operator projects are adequately prepared for typhoons, cyclones, and other natural disasters through appropriate planning, operational measures, training, and use of external information. Insuring our major facilities against natural disaster is another way we strive to reduce financial losses associated with acute risks. With respect to natural disasters in Japan, as the national government upgrades infrastructure, we have also conducted pipeline risk assessments and studied countermeasures against natural disasters. Based on these reviews, we have carried out replacement work on sections of the pipeline deemed to have a high natural disaster risk.

Moreover, we revised our HAZID (Hazard Identification) Guidelines the document for the HSE management system—adding a new section about the effects of climate change to the introductory work when holding a HAZID workshop. Physical risk assessment is thus being incorporated into our risk management approach throughout the lifecycle of our business activities.

Cross-organizational teams will continue to conduct periodic physical risk assessments and make appropriate disclosures regarding physical risks. At the same time, we will diversify our analysis methods to carry out more multifaceted assessments.

/ Physical Risk Assessment Roadmap



/ Disclosures in Line with TCFD Recommendations

Overview of the TCFD Recommendations	INPEX's disclosures
Governance	
Disclose the organization's governance around climate-related risks and opportunities	
1 Describe the board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> ● Governance Structure for Climate Change Response
2 Describe management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> ● Message from the Director in Charge of Climate Change Response ● Governance Framework for Climate Change Response
Strategy	
Disclose the organization's governance around climate-related risks and opportunities	
1 Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	<ul style="list-style-type: none"> ● FY2023 Status of Climate Change-related Risks ● FY2023 Status of Climate Change Opportunities
2 Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	<ul style="list-style-type: none"> ● Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
3 Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> ● The INPEX Low-Carbon Society Scenarios ● Assessment of Financial Impacts of Climate-related Risks ● Development of Physical Risk Assessment Process

Overview of the TCFD Recommendations	INPEX's disclosures
Risk Management	
Disclose how the organization identifies, assesses and manages climate-related risks	
1 Describe the organization's processes for identifying and assessing climate-related risks	● Assessing and Managing Climate-related Risks and Opportunities
2 Describe the organization's processes for managing climate-related risks	● Assessing and Managing Climate-related Risks and Opportunities
3 Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	● Risk Management System
Metrics and targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
1 Disclose the metrics used by the organization to assess climate change-related risks and opportunities in line with its strategy and risk management process	● Managing GHG Emissions ● Climate Change Response and Directors' Compensation
2 Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	● ESG Performance Data: Climate Change <Target Management>
3 Describe the targets used by the organization to manage climate change-related risks and opportunities and performance against targets	● Efforts in Setting and Achieving Climate Change Goals

/ 7 metrics of disclosure in line with TCFD Guidance of Metrics, Targets, and Transition Plans

Overview of metrics	INPEX's disclosure	Pages
1 Capital Deployment	Investment from 2022 to 2030	Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
2 Climate-Related Opportunities (Five net zero businesses)	Operating cash flow around 2030	Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
3 Remuneration	Climate Change Response and Directors' Compensation	Ongoing Initiatives to Address TCFD Recommendations
4 Physical Risks	Assessment process for physical risks	Development of Physical Risk Assessment Process
5 Transition Risks (Assessment of Financial Impact)	Assessment of Financial Impact of Climate-related Risks	Assessment of Financial Impact of Climate-related Risks
6 Internal Carbon Prices	Assessment of Financial Impact of Climate-related Risks	Assessment of Financial Impact of Climate-related Risks
7 GHG emissions	Scope 1, 2, 3 (ESG Performance Data)	Climate Change <Target Management>

Health, Safety and Environment

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124 Security and Crisis Management

126 Environmental Management

Our Policy

Through a resolution by the Board of Directors, INPEX has defined a groupwide Health, Safety and Environmental Policy (HSE Policy) that aims to ensure the health and safety of its employees, contractors, project partners, local community members, and all other stakeholders while addressing global environmental issues and generating environmental value. The policy shall be applied to all employees and contractors who engage in INPEX Group activities, including our operational sites.

This policy is implemented through the combined efforts of the corporate HSE Unit—comprising the HSE Management System (HSEMS), Health & Safety, Process Safety, Security & Crisis Management, and Environment groups—and by way of our robust HSE Management System.

We continue to enhance our HSE management practices by giving priority to the following eight commitments based on INPEX Vision @2022:

- Demonstration of HSE leadership by our senior management executives
- Contributing to carbon-reduction projects through HSE management
- Performing thorough risk management
- Strengthening incident prevention efforts
- Preventing leaks from facility processes
- Preparing for emerging threats^①
- Helping to address global environmental challenges and creating environmental value
- Reinforcing infection control measures

^① Emerging threats: Geopolitical risks, cyberterrorism, large-scale natural disasters, etc.

/ Message from the Officer in Charge of HSE

To realize the sustainable energy development, we advocate as part of our Mission, we are required to conform to high ethical standards as a member of society and foster a corporate culture that prioritizes safety and environmental conservation.

To maintain a stable energy supply, we must conduct our business internationally in search of natural resources. To this end, we have developed our HSE Management System (HSEMS) and conduct our activities in accordance with global standards.

In addition to our Group-wide HSE Policy, we have developed a comprehensive HSEMS Manual to ensure our policy is thoroughly and reliably implemented. We are expanding our platform of operation to ensure



Hideki Kurimura
Managing Executive Officer, Senior Vice President, Technical
Headquarters and in charge of HSE

safety and protect the environment by applying the four basic principles of leadership, risk management, continuous improvement, and implementation as we conduct our activities.

Furthermore, in relation to our INPEX Vision @2022 ambitions, we will support the efforts to realize a net zero carbon society while meeting domestic and global energy demand by leveraging the HSE management expertise accumulated through our oil and natural gas business to develop the required internal infrastructure.

Our senior management executives will proactively demonstrate HSE leadership and work together with worksites on HSE management, aiming to achieve zero major accidents. ② Specifically, we will ensure compliance with the fundamental Life-saving Rules and strengthen our process safety management.

We will also steadily promote initiatives to support the eight commitments for further improvements to our HSE leadership, management, systems and processes, as outlined above, which are defined in INPEX Vision @2022.

Going forward, through our relentless pursuit of HSE excellence, we will contribute to society by improving our resilience in the oil and gas business and fulfilling our responsibility to ensure a stable supply of clean energy.

② Major accidents: Fatalities, major leaks, or serious injuries occurring in an operator project

HSE Management System (HSEMS)

/ Our Policy

To ensure the successful implementation of the HSE Policy in our business activities, in FY2007 we developed the HSEMS Manual, referencing standards such as ISO 9001 and ISO 14001. This manual was revised in FY2017 based on the international standard OMS510^①, issued by the International Association of Oil & Gas Producers (IOGP). OMS510 is a system whose fundamental principles are leadership, risk management, continuous improvement, and implementation, and it forms the foundation by which we improve the performance and effectiveness of our HSEMS.

Based on these fundamentals, the HSEMS Manual defines the structural elements that are vital to the implementation of our HSEMS. These include: the preparation and revision of key HSE documents such as corporate manuals, procedures, and guidelines; the establishment of HSE organizations; HSE technical support for each division; HSE education and training; HSE communication activities; and periodic HSE audits and reviews.

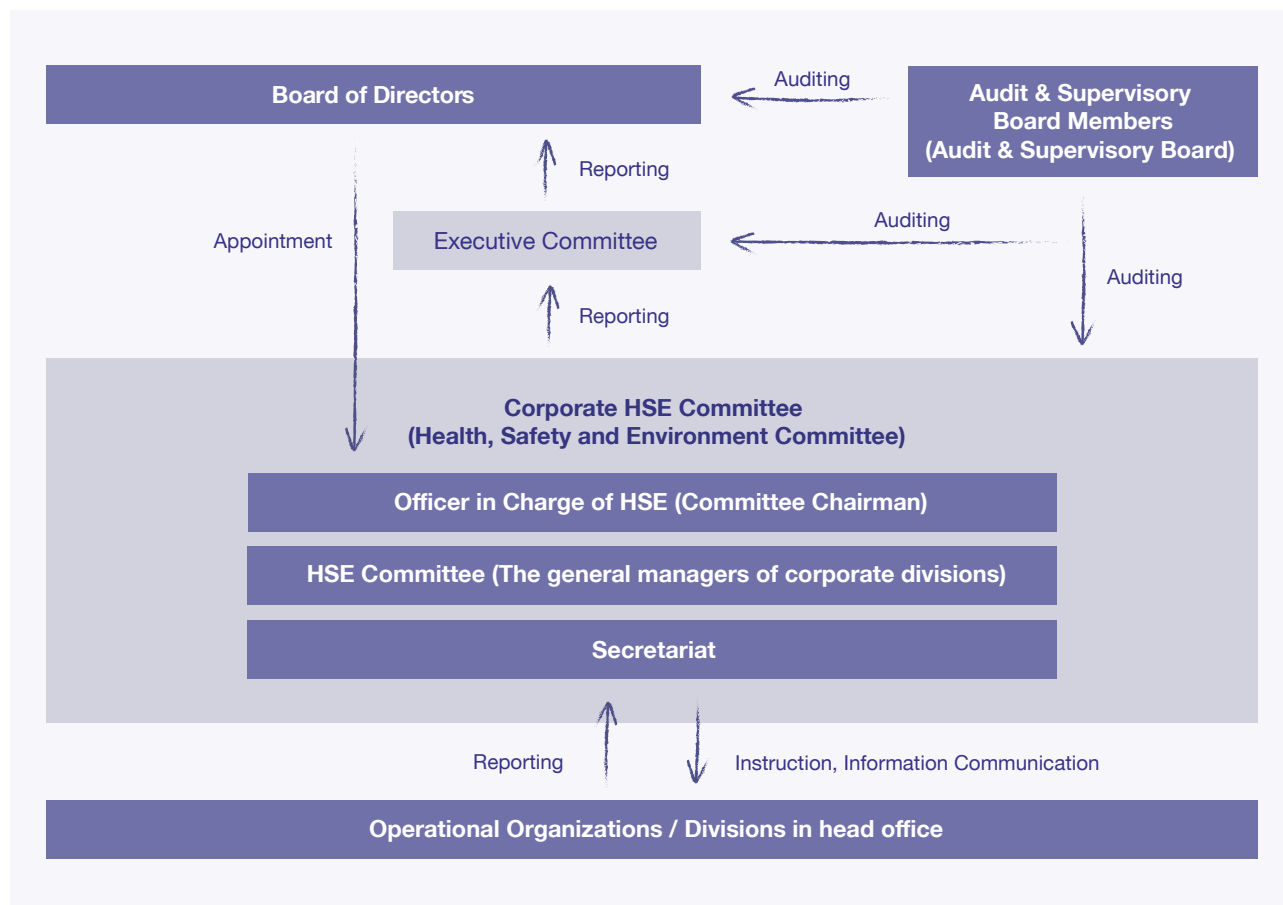
The Nagaoka Field Office, our largest office in Japan, obtained ISO 14001 certification in FY2003 and has maintained this international certification for environmental management systems ever since, in conjunction with our HSEMS.

① OMS510: IOGP Report No. 510: "Operating Management System Framework for controlling risk and delivering high performance in the oil and gas industry"

/ HSEMS structural diagram



/ HSE Management Structure



/ HSE Governance

We have a system of oversight through the Board of Directors and the Executive Committee when it comes to HSE.

Our Corporate HSE Committee comprises the senior vice presidents of our operator project operational organizations that implement and manage operator projects, and head office divisions that manage non-operator projects and subsidiaries, and the general managers of corporate divisions. The Committee meets at least once every two months, and its activities include: proposing and implementing the Group's initiatives for tackling HSE challenges; analyzing risks and opportunities; and monitoring the operating status and effectiveness of the HSEMS.

Important Group-wide matters resolved by the Committee are then discussed by the Executive Committee and the Board of Directors.

In FY2022, the Executive Committee and the Board of Directors deliberated revisions to the HSE Policy, and our policies and commitments on biodiversity conservation, water management, and waste management.

/ HSE Leadership

We believe that our senior management must lead the way in our efforts to raise awareness of HSE among our employees and the proactive implementation of HSE activities.

At our Annual HSE Meeting for FY2022, our President & CEO, officers who are members of the Corporate HSE Committee, heads of organizations in Japan and overseas, and labor union representatives identified action items that need to be pursued by sharing lessons from incidents that occurred in FY2022 and discussing the process safety management roadmap.

To realize 'Safety Number One', our core INPEX Value, we also conduct HSE management site visits which allow senior management executives to observe field operations firsthand and gain a better understanding of the risks involved while enabling them to directly communicate the significance of HSE to those in operational sites.

During FY2022, senior management executives participated in HSE management site visits to eight sites in Japan and two overseas sites, while taking thorough measures to combat the spread of COVID-19.

/ FY2022 HSE Management Site Visit Locations

Japan	
1	Minami-Nagaoka fracturing site
2	Akita Field Office
3	Drilling site off the coast of the San'in region
4	Naoetsu LNG Terminal, etc.
5	Minamiaga CO ₂ EOR drilling site
6	Oil Terminal Naoetsu, etc.
7	Unnojuku pipeline construction site, etc.
8	Telnite Co., Ltd. Sakata Factory and Sakata Technical Office
Overseas	
9	JODCO Exploration Limited (Abu Dhabi) drilling site
10	INPEX Eagle Ford, LLC (U.S.) drilling, fracturing, and production site

/ Management Site Visits

In July 2022, our President & CEO visited our drilling site off the coast of the San'in region. He shared the following message with employees at the site: "In our business, HSE management and Safety Number One are of the greatest importance. The Safety Number One (safety first) concept and work schedules can conflict with each other, but when that is the case, it is important that everyone at this site makes Safety Number One the highest priority."

In November 2022, our chairman visited the Akita Field Office. As there are many well sites and plants near residential homes, the Chairman confirmed that both site workers and HSE personnel engaged in operations with a focus on safety and the understanding of local community and were implementing measures to ensure a stable supply of gas.



Domestic Exploration & Production Division Akita Field Office worksite

At all sites, senior management executives demonstrated HSE management leadership, and the visits were valuable opportunities for senior management and site employees to exchange directly about HSE initiatives and challenges.

By enlisting senior management to communicate a unified HSE management message to each site, these visits aim to increase overall HSE awareness throughout the Group.

We will continue to conduct HSE management site visits in FY2023.

The corporate HSE Unit also holds regular HSE-related meetings with operations divisions. These meetings enable participants to share information and opinions on the HSE activities at projects in Japan and overseas and acquire information from the corporate HSE Unit. In addition to discussions on individual issues such as incidents, an HSE Forum is held every September, bringing together operational organization HSE personnel, and representatives of head office operational and corporate divisions for intensive discussions on company-wide HSE issues. Participants engage in focused discussions regarding Group-wide HSE challenges.

Senior management executives, including our President & CEO, and labor union officers participate in Annual HSE Meetings, where they discuss critical issues identified at the HSE Forum. The results of these discussions are reflected and implemented in HSE activities (HSE objectives, HSE programs, etc.) from the following year.

/ HSE Forum



Since FY 2016, we have held an annual HSE Forum to enable employees to share HSE best practices, insights, and experiences, and to promote Group-wide strategies and plans related to HSE management, with the goal of enhancing our HSE performance across the Group, including in operational organizations in Japan and overseas, and in head office divisions.

Our FY2022 HSE Forum was the first held in three years. A total of 95 HSE personnel and other representatives from Japan and overseas participated, either attending in person or online. Discussions were held over the course of four days and across seven sessions: HSEMS; occupational safety; health management; process safety management; security and crisis management; environmental management; and GHG emissions management. The forum concluded with a commitment by participants for ongoing promotion of HSE activities throughout the Group.

The results of the forum were reported to the President & CEO and officers at the Annual HSE Meeting in November 2022 and are being applied to further improve our HSE performance.

/ HSE Objectives and HSE Programs

To ensure the continuous improvement of our HSEMS and achieve Group-wide HSE management, we set annual HSE objectives, develop and execute annual HSE programs for achieving these HSE objectives, and manage our progress to achieving them.

The key achievements of our FY2022 HSE programs were as follows:

- (1) Revision of our HSE Policy and establishment and disclosure of our policies and commitments on the global environmental issues of biodiversity conservation, water management, and waste management.
- (2) Development of the 2023–2027 Roadmap for Ongoing Improvements to Process Safety Management, a five-year plan for strengthening process safety management as outlined in INPEX Vision@2022.
- (3) Development of COVID-19 Risk Screening for Employees Dispatched Overseas, used to manage and review the health risks of employees when on business trips as part of our initiatives to combat the spread of COVID-19.

Our FY2023 HSE objectives^② were created based on the INPEX Vision @2022.

^② [FY2023 HSE objectives](#)

/ Compliance with HSE Legal Requirements

We engage in our business activities in compliance with the laws and regulations of the countries in which we operate our projects.

For our operator projects, we identify legal requirements and manage the compliance status of each project in line with our internal procedure which outlines the measures for identifying, disseminating, and complying with HSE legal requirements, and responding to their changes. We also regularly update information to reflect new enactments and changes to laws and regulations.

For our non-operator projects, we periodically deliberate with related departments regarding the approach to managing and being involved in efforts to comply with HSE legal requirements.

We will continue to coordinate with projects and related departments, both in Japan and overseas, creating systems for managing HSE legal requirements throughout the Group, and complying with all such legal requirements.

/ HSE Risk Management

To minimize the negative impacts of our operator projects, we identify, analyze, and assess HSE risks in accordance with international standards (ISO 31000 and ISO 17776). We confirm that risk levels have been lowered to acceptable levels before engaging in operations.

Furthermore, to achieve the INPEX Vision @2022 goal of 'zero major accidents', we carry out thorough HSE risk management throughout the Group. As part of these efforts, our corporate HSE Unit receives quarterly reports on risks that potentially lead to major accident events (MAEs)^③ and the other top 10 risks at all operator projects. We confirm

the reported risks are being managed to as low as reasonably practicable (ALARP) level and provide our findings to the Executive Committee.

② Major accident events (MAEs): 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

/ Fostering of HSE Culture

To establish a mentality that prioritizes HSE within our organization, we have engaged in ongoing efforts to foster a strong HSE culture, including developing our HSEMS, providing HSE education and training, and sharing what we have learned from accidents through the course of our accident investigations (Learning from Incidents: LFI) with all employees.

In October 2020, we administered a survey regarding HSE culture to all Group employees—more than 2,400 employees in total—across our offices in Japan and overseas, including those in our corporate divisions.

In FY2022, we analyzed the survey results and quantitatively visualized the results, thereby identifying and analyzing the features, strengths, and weaknesses of HSE culture at each office. We are using these analysis results to share the good practices we have found in our domestic and overseas offices throughout the Group, to deliberate and implement specific measures for addressing areas where improvement is needed and fostering HSE culture.

In FY2023, as one of our measures for making improvements based on the results of our survey analysis, we are planning to conduct initiatives for educating and raising awareness among our corporate employees with the aim of fostering a greater understanding of the importance of HSE management.

As another measure aimed at fostering HSE culture, we bestow annual Corporate HSE Awards for the purpose of motivating and raising HSE awareness in organizations, divisions and among individuals, and improving Group-wide HSE performance.

In FY2022, seven awards in total were presented, with the HSE Excellence Award given to one group and HSE Activity Awards given to two groups and four individuals.

/ HSE Competence Improvement

In FY2022, we conducted 3,101 person-hours of HSE education and training via internal workshops, training sessions, and e-learning programs. In addition, for junior technical employees, we provide ongoing hands-on outside training opportunities, both in Japan and overseas, so they can acquire practical occupational safety management and process safety engineering skills.

We also develop job competency profiles by field for our HSE personnel and encourage them to further develop their HSE competencies through on-the-job training (OJT) opportunities and participation in training sessions offered by external organizations specializing in HSE.

We will continue to provide training opportunities to employees in FY2023 as we strive to raise the level of their HSE competencies.

/ HSE Assurance

We periodically conduct HSE audits and reviews to evaluate if the HSEMS is being put to full and steady use in our operator projects and corporate divisions, with the aim of strengthening HSE assurance. To do this, every year we formulate a corporate HSE auditing program and periodically perform HSE audits of operational organizations and the corporate HSE Unit.

In FY2022, we conducted risk-based corporate HSE audits^③ for two overseas operational organizations. A third-party organization performed an HSE audit of the corporate HSE Unit.

The results of the HSE audits are reflected in improvements to the HSEMS as necessary.

We also conduct internal reviews to evaluate projects from technical and economic perspectives when considering: new projects led by domestic and overseas operational organizations;; non-operator project participation planned by head office divisions; and projects under the five net zero businesses, such as hydrogen and ammonia projects at individual sites.

HSE-focused evaluations of projects are also conducted.

The results of the evaluations are used to formulate corrective actions, based on mutual agreement. The progress of these corrective actions is then tracked and HSE operation support is provided as necessary, promoting ongoing improvements by steadily implementing corrective actions.

^③ Risk-based corporate HSE audits: A methodology for narrowing audit focus to areas with greater risk by considering risks inherent in the organization

Management of Health and Safety

/ Our Policy

The overarching goal of our health and safety management is to ensure that all employees at our worksites return home each day, free from injury and illness. We recognize that our employees' physical and mental wellbeing is the foundation of the Company. Accordingly, we strive to provide them with a safe work environment and carry out initiatives aimed at keeping them in good health. We regard the safety of employees and contractors involved in our projects as our most important concern and manage occupational health and safety risks through our HSEMS.

In the course of our operations, it is a given that we must never allow the occurrence of major accidents such as fatalities, major leaks, or serious injuries. For this reason, we aim to achieve zero major accidents as one of our management goals and have subsequently set common safety goals for all our employees.

As a way of quantitatively measuring our safety performance, we monitor two key performance indicators (KPIs) of injury-causing accidents: the lost time injury rate (LTIR) ^① and the total recordable injury rate (TRIR) ^②. Our LTIR and TRIR for FY2022 were 0.27 and 2.53 respectively, both of which had decreased from the preceding year.

As efforts for incident prevention, we continue to distribute incident bulletins promptly across our organization, thoroughly distribute LFI materials, and analyze and share insights on trends in major accidents and injurious incidents.

We also monitor two leading safety KPIs related to incident management— (1) implementation of incident investigations; and (2) implementation of high-priority corrective actions—to strengthen our ability to conduct prompt incident investigations and take remedial actions.

Further activities to prevent major accidents include firmly embedding Life-saving Rules to ensure the safe performance of tasks that carry a high risk of fatality.

^① Lost time injury rate (LTIR): Rate of injuries resulting in fatalities or lost time per million hours worked

^② Total recordable injury rate (TRIR): Rate of injuries resulting in fatalities or lost time, not entailing lost work time, or requiring medical treatment per million hours worked

/ Life-saving Rules

Life-saving Rules are rules intended to protect the lives of those engaged in high-risk work activities that may cause fatalities. They prescribe behaviors that should be practiced to prevent such incidents.

We promote compliance with these rules and strive to raise HSE awareness at work sites using posters and other media containing a strong message from senior management about these rules.

Such messages encourage proactive intervention by clearly stating that all our employees and contractors are required to stop operations and make improvements if they ever see work rules being violated. Employees and contractors who do so will not be penalized in any way.

Through these activities, we will continue to foster a culture of safety and help prevent workplace incidents across the Group.

今日も笑顔で、
家に帰るために。

「ライフセービングルール (LSR)」は INPEX の安全の礎。
日常的かつ継続的な、ルールの確認と遵守が大切です。
ルール外の行動や作業を見かけたら、すぐに停止！
復旧にかかる時間やコストは、心配するものではありません
—— 事故が起こること、人が傷つくことに比べれば。
職場で働く全員が、毎日無事に、
笑顔で家族のもとへ帰るためにも
安全最優先を心がけましょう。

株式会社 INPEX 代表取締役社長
上田 隆之

Life-Saving Rules

- 安全対策徹底のハイ・バイ・ス
- 足場作業
- 電圧確認
- 電圧確認
- スナッチャー運用
- 火災作業
- ラインオブサイト (LOS)
- リフティング作業
- 作業許可
- 足場作業

INPEX の LSR
ライフセービングルール

Posters have been created and displayed within the company premises to further enhance LSR awareness.

/ Employee Health Management

We stepped up our efforts in FY2022 to strengthen employee mental health management as part of our ongoing response to the COVID-19 pandemic.

In accordance with the INPEX Group Health Statement and to promote the physical and mental well-being of our employees, we have conducted preventive and awareness measures—such as expert-led workshops and mindfulness activities—at all Group offices.

We also conduct periodic mental health checks to qualitatively and quantitatively monitor the health of our employees and implement effective measures. Based on the results, we promote improvement measures across our business sites and provide support to individual employees.

In FY2023, in addition to our mental health management activities, we will work to address fatigue to further strengthen the foundation of employee health management. We will assess the status of our ongoing health management activities and make improvements based on our findings. Through these activities, we aim to accelerate our risk-based comprehensive health management approach.

/ COVID-19 Response

Throughout the COVID-19 pandemic, we have worked hard to continue to deliver stable energy supply by taking actions to ensure the stability of our operations. This has meant implementing diverse COVID-19 control measures that give top priority to the health and safety of employees at our oil and gas production sites across the globe.

Launched in April 2020, the Corporate Crisis Management Team (C-CMT) has been continuously tracking the infection control situation at our sites around the world, sharing related information—such as information on infected persons including contractors, infection prevention measures, and other issues—in a centralized and timely manner.

Key efforts made in FY2022 include the following:

- Carrying out infection forecasts and prevention measures, based on COVID-19 information from the World Health Organization (WHO), information on other countries, and government announcements concerning new coronavirus infections
- Performing pre-trip risk reviews before sending employees on overseas business trips and thorough prevention and infection control management based on these reviews
- Implementing measures to prevent infection clusters within individual projects/sites, such as by conducting PCR testing or antibody testing before site entry
- Promoting work from home arrangements and staggered commute times when infection numbers are high
- Conducting workplace vaccinations

Process Safety Management

/ Our Policy

Process safety management is the framework of systems and processes for the robust design, engineering, operating, and maintenance practices needed to prevent the leakage of flammable liquids or other hazardous substances, or the occurrence of major accident events (MAEs), such as fires and explosions that may occur from such leakages.

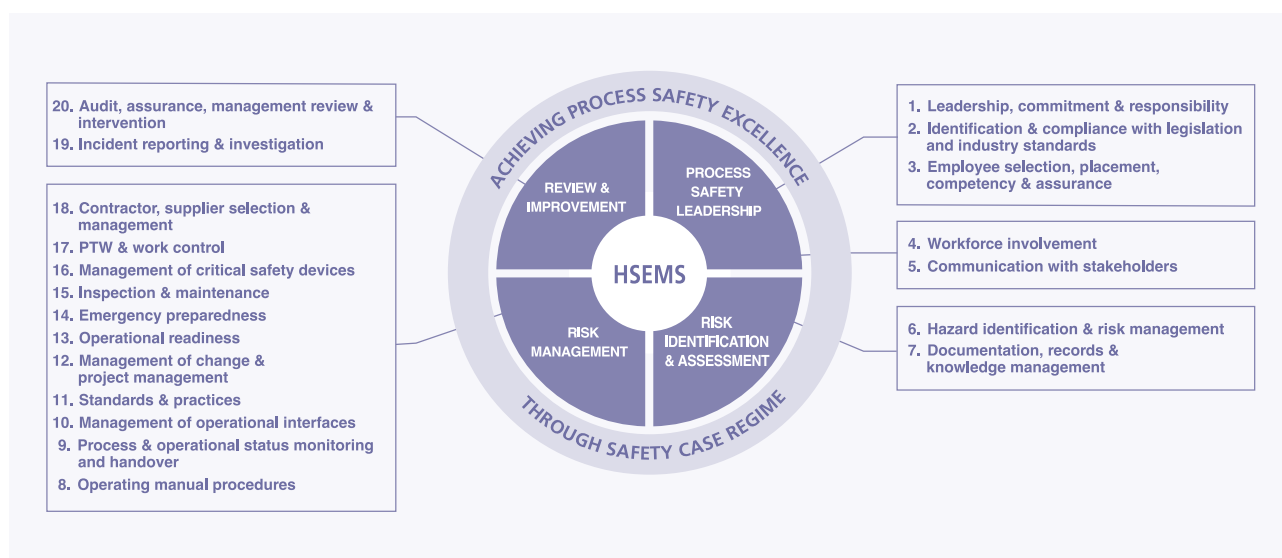
/ Thorough Implementation of Process Safety Management

As shown in the figure below, our process safety management 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 have voluntarily adopted a Safety Case regime at our operational facilities, which documents our implementation of sufficient measures to prevent process leakage-related MAEs through systematic identification and assessment of risks, and for minimizing the impact of MAEs that do occur. We also conduct Asset Integrity/Process Safety (AIPS) assurance reviews for all operator projects to ensure risks are maintained to ALARP levels.

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 Group up to the same level of maturity in five priority areas by FY2027.

This roadmap will be applied from FY2023 onward to strengthen our process safety management.

/ Process Safety Management Framework



/ Process Safety KPIs

We collect and report Tier 1 and Tier 2 Process Safety Events (PSEs) ^❶ to quantify our process safety management performance. In FY2022, there were no Tier 1 or Tier 2 PSEs.

We also set and monitor Tier 3 and Tier 4 leading KPIs for operator projects to help further prevent process leakages.

We aim to improve the reliability of operations by collecting and analyzing data on process safety KPIs, drawing lessons from past leakages to prevent recurrences, pinpointing trends in incident-causing factors, and—as a leading KPI—monitoring the implementation rate of actions that help to prevent leakages. At the same time, we share information on our process safety performance with stakeholders to avoid complacency and raise awareness of the importance of MAE prevention.

^❶ Tier 1 and Tier 2 Process Safety Events (PSEs): Tier 1 and Tier 2 PSEs are unexpected releases or leakages of any material, including flammable liquids. In line with internationally accepted guidelines, we classify and report such events as Tier 1 or Tier 2 depending on the degree of consequence (personal harm, direct cost to the Company, type and quantity of material released, etc.). We have also adopted Tier 3 and Tier 4 classifications as leading KPIs, referring to internationally accepted guidelines.

/ Asset Integrity Assurance

An Asset Integrity/Process Safety (AIPS) assurance review is a systematic series of reviews conducted by an independent team at appropriate points during each phase of a project. Specifically, this process assesses the actions implemented at a site to fulfill the expectations embodied in the 20 elements of process safety management. Benefits that can be expected from an AIPS assurance review include the follow:

- Providing assurance to senior management and stakeholders that asset (equipment) value is being adequately protected.
- Confirming our equipment meets AIPS management requirements.
- Sharing good AIPS practices and lessons learned from project to project.

In addition, we conduct other reviews at each phase of the project, including reviews ahead of facility launch and operational readiness reviews. By tracking progress in the implementation of recommendations generated from these reviews and providing feedback on areas for improvement, we endeavor to enhance the integrity of our assets.

Security and Crisis Management

/ Our Policy

As outlined in our Group HSE Policy, we are committed to protecting our personnel, operations, and assets against malicious acts through resilient security management processes. In response to the growing uncertainties of the global security environment in recent years, we make continual efforts to reinforce security management at all of our operations around the world.

We will also regularly verify our emergency and crisis management processes to ensure a prompt and effective response in the event of a major incident. We develop emergency response plans and carry out drills to strengthen our readiness to respond to various incidents, such as fires, explosions, and oil spills.

In addition to the threat of novel infectious diseases like COVID-19, we also recognize threats that have emerged in recent years, such as natural disasters caused by heavy rains, floods or other abnormal weather, or cyberattacks that might suspend operations—a recent example being the Colonial Pipeline ransomware attack in 2021.

We are working to improve our readiness to manage such threats.

/ Enhancement of Security Management

The Middle East, one of our key regions of operation, has seen rising tensions between Iran and the United States, the change in government in Afghanistan, and missile and drone attacks on the United Arab Emirates (UAE) associated with the civil war in Yemen, among other concerns. We see these changes in world affairs, including the situation in Ukraine, as risks to our projects and employees, and recognize the ongoing need to keep a close eye on these situations.

Given this state of affairs, we are continuing to step up our preparedness for geopolitical risks, by strengthening our analytical capabilities for security situations, developing emergency response plans, and conducting drills.

In FY2022, together with our overseas offices, we developed an emergency response plan to manage security incidents in Kazakhstan, based on the lessons learned from the civil unrest in Kazakhstan in January that year.

In addition, we continuously gather and analyze security information on the regions where our employees work and share that information internally. We evaluate the threat level of each region and use those assessments as a guide for the issuance of alerts and development of policies for employees stationed or traveling to the region. Information on security-related incidents such as rioting, abductions, or political unrest is posted on our intranet to raise awareness of potential threats. We also hold in-house seminars and drills to enhance employee understanding and readiness.

Security personnel at our head office periodically visit the regions where we operate to conduct security reviews. These inspections enable us to develop better security policies by providing us with a clearer understanding of each region as a whole, the local operational sites, routes of travel, accommodation used by employees, and other pertinent information.

/ Emergency and Crisis Response Structure

Our corporate divisions, our domestic and overseas organizations, and our operational sites have all prepared structures for responding to emergencies. Through drills and other opportunities, we regularly verify and update our emergency response documents, maintain and expand the required facilities and equipment, and work to elevate the level of coordination between organizations in the event of an emergency.

Launched in FY2020 in response to the global COVID-19 pandemic, the C-CMT continued its operations in FY2022 to monitor new variants and the state of regulations in individual countries and to discuss with relevant departments and implement actions necessary for ensuring the continuity of our critical businesses.

Based on the lessons we learned through our March 2022 crisis response drill, which simulated a cyberattack against the Ichthys LNG Project's operational site, we collaborated with information systems departments to prepare a crisis response structure for dealing with cyberattacks. In this way, we have envisioned various crisis scenarios and are continuously working to implement measures to effectively deal with them.

/ Emergency Response Drills

Each year, our organizations in Japan and overseas conduct planned emergency response drills—both independently and together with our head office—to continuously improve emergency response capabilities.

We hold drills at newly established businesses and projects to ensure effective, well-coordinated responses to large-scale incidents.

In FY2022, we conducted a joint crisis response drill with our head office and personnel at a drilling project off the coast of the San'in region. This drill provided valuable lessons in emergency responsiveness.

Going forward, we will continue to use the lessons learned from such drills to guide improvements to existing manuals and strengthen our emergency responsiveness through various measures, including the deployment of new materials, equipment, and reserves.

/ Response to Blowouts and Oil Spill Incident

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

Taking lessons from incidents experienced by other companies, we are enhancing incident management structures for our wells, pipelines, plants, and other assets in all aspects of incident prevention, containment, and response. We have developed rules and procedures for consistent management aimed at preventing incidents. To prepare against the malfunctioning of a subsea blowout preventer in offshore drilling, we maintain a contract with Wild Well Control, Inc., a supplier of capping equipment. We also have a contract with Oil Spill Response Limited—the world's largest provider of oil spill response services—to establish a structure for responding to a large-scale oil spill, and to constantly acquire knowledge of oil spill response technologies.

In FY2022, there were no oil spills at our operator projects.

Environmental Management

/ Our Policy

We recognize the importance of addressing the increasingly diverse global environmental issues connected to our business activities, including climate change, biodiversity, and water and waste management. We have therefore included initiatives to address such issues and to create environmental value as HSE management enhancements in our INPEX Vision @2022. ^①

With this in mind, in December 2022, we revised our HSE Policy ^② and established new policies and commitments on biodiversity conservation, water management, and waste management. ^③

In this way, in addition to our traditional management initiatives to avoid, mitigate, or compensate for negative impacts on the environment surrounding our projects, we can contribute to the creation of environmental value by working to promote a net positive approach to biodiversity and help create a circular economy through appropriate management of waste.

^① [INPEX Vision @2022](#)

^② [Health, Safety and Environmental Policy \(HSE Policy\)](#)

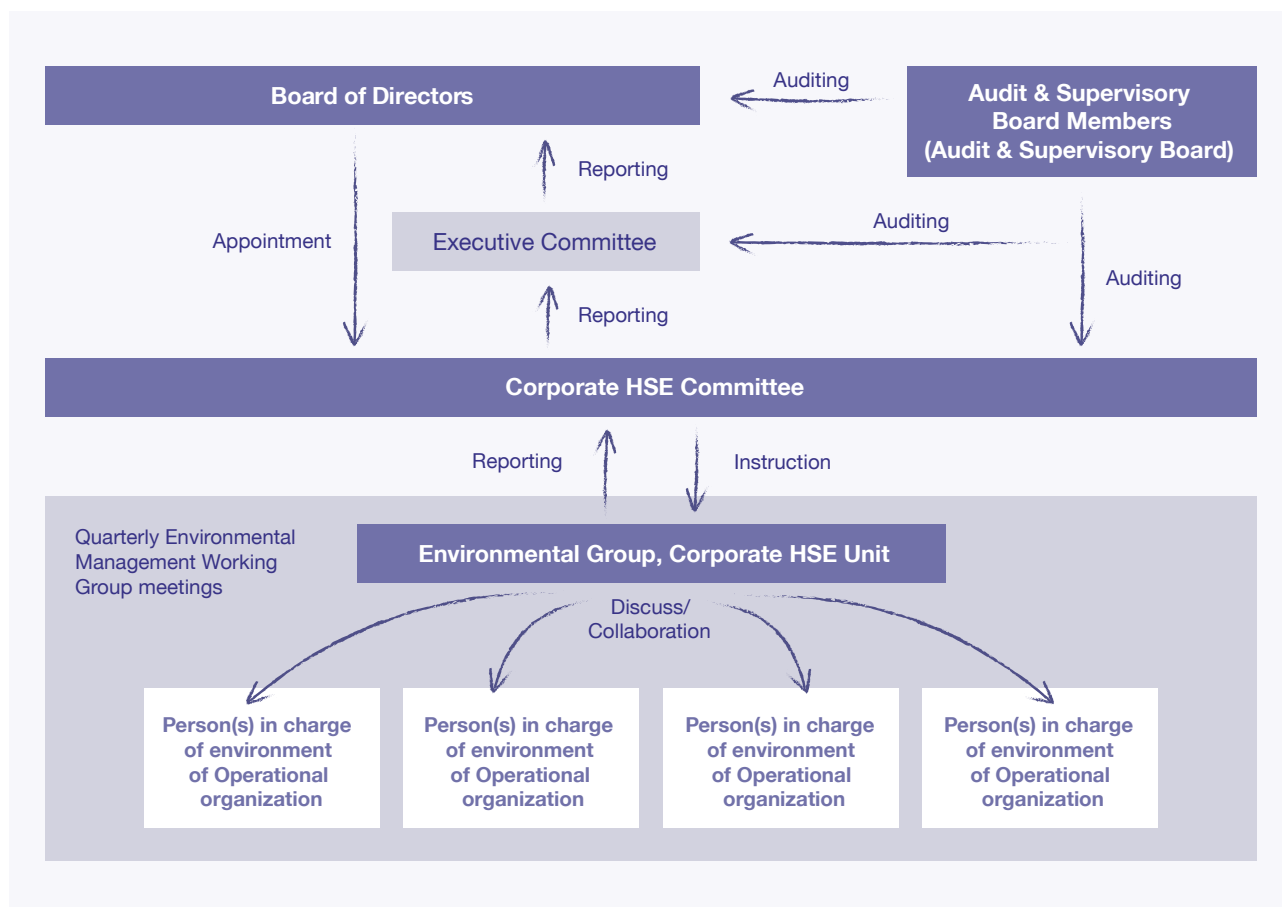
^③ [Policies and commitments on biodiversity conservation, water management, and waste management](#)

Environmental Management Promotion and Governance

Our environmental management, including biodiversity conservation, are overseen by our Board of Directors and Executive Committee.

In December 2022, the Board of Directors reviewed and approved new policies and commitments on biodiversity conservation, water management, and waste management.

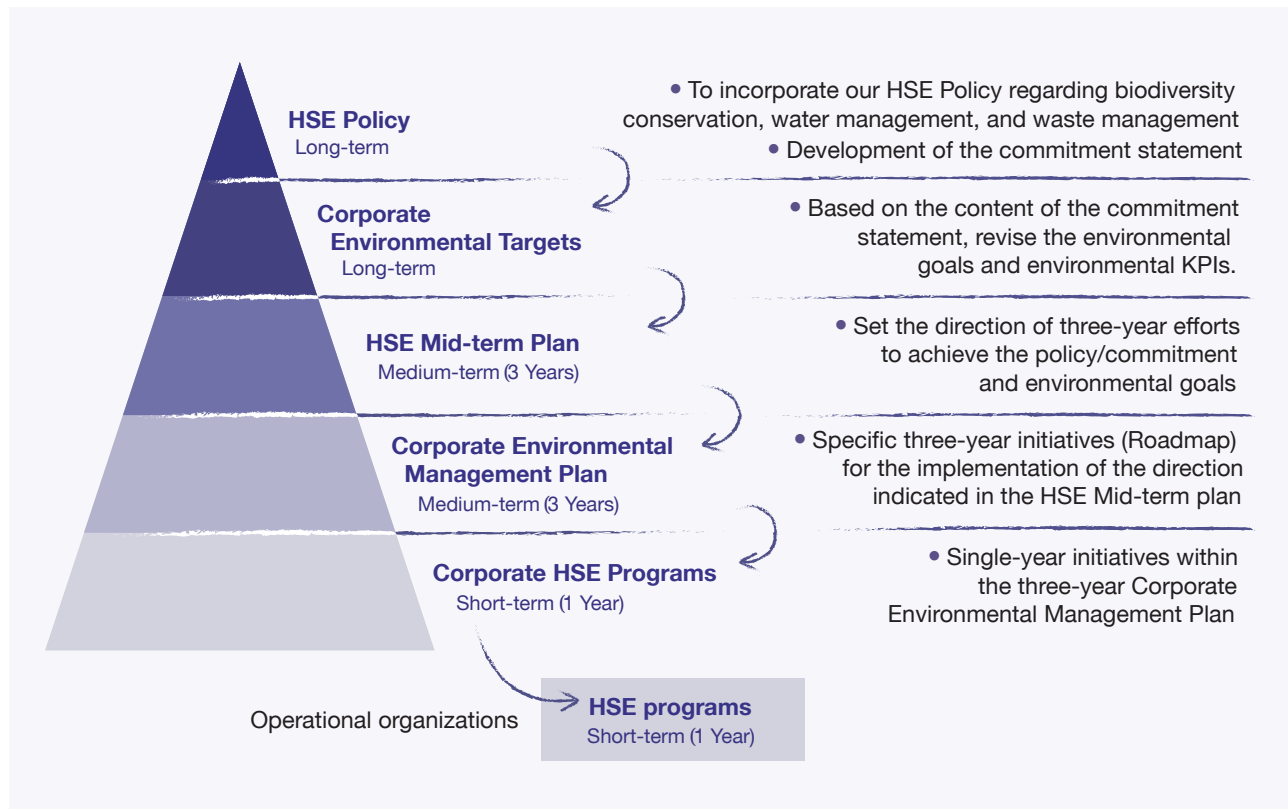
Our environmental management initiatives are regularly discussed in our HSE Forum, and other meetings open to all stakeholders within the Company. The results of these discussions are reported to and deliberated by the Corporate HSE Committee, and important matters are reported to the Board of Directors.



Environmental Management Document Architecture and Hierarchy

In FY2022, while revising our HSE Policy, we also reviewed and reorganized our Group-wide environmental management document architecture and hierarchy to ensure a consistent approach across the Group.

We did this by incorporating the commitments and objectives of our top-level HSEMS documents—being our HSE Policy and policies and commitments on biodiversity conservation, water management, and waste management—into lower-level documents that include specific actions plans. Those documents include our corporate environmental targets, our fourth Corporate HSE Mid-term Plan (strategy), Corporate Environmental Management Plan (three-year roadmap), and HSE Programs (annual).



Corporate Environmental Targets

In FY2019, we established five corporate environmental targets as Group-wide targets for environmental management, and 12 environmental KPIs as indicators of target achievement. Every year, we confirm progress toward these environmental KPIs and their levels of achievement and have been steadily achieving the environmental KPIs through initiatives over the past four years.

In FY 2022, while updating our HSE Policy and drafting the new policy and commitment documents, we also established new environmental targets and KPIs.

From FY2023, we will implement Group-wide environmental management initiatives under these new environmental targets and KPIs, while making continuous improvements through application of the PDCA cycle.

Environmental target 1	Low-carbonization in operations
Environmental target 2	Group-wide environmental management
Environmental target 3	Proper waste disposal and creation of a circular economy
Environmental target 4	Biodiversity conservation
Environmental target 5	Water resource management

Prevention of Environmental Pollution

In addition to complying with environmental laws and regulations of the countries in which we operate, we identify and assess environmental risks and impacts associated with our business activities, and take measures to prevent environmental pollution.

In FY2022, there were no serious violations of environmental laws or regulations within our business operations.

Going forward, we will continue working with relevant departments in Japan and overseas to ensure compliance with environmental laws and regulations and the prevention of environmental pollution.

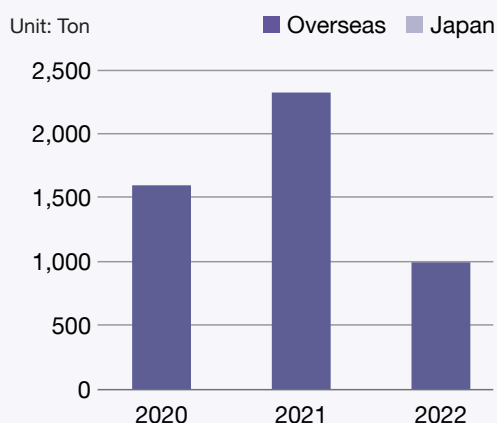
Prevention of Air Pollution

To reduce the impact of our business operations on air quality, we monitor and manage our emissions and air quality in line with the laws and regulations of countries in which we operate our projects, and international good practice.

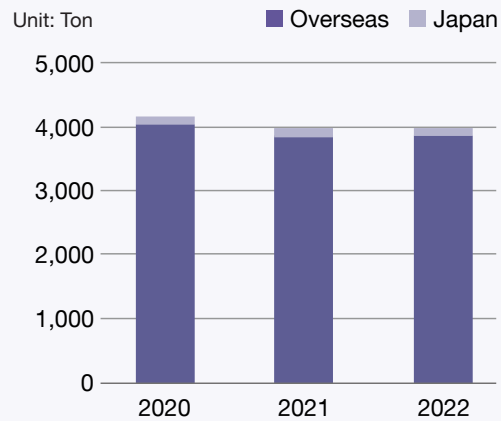
Atmospheric pollutants emitted from our project sites include sulfur oxides (SOx), nitrogen oxides (NOx), particulate matter (PM), and volatile organic compounds (VOCs). At our operator projects, we manage emissions by identifying the sources of pollutants—such as production processes, fuel combustion facilities, venting of natural gas, and shipment by tank trucks—and measuring the amount of emissions released.

Our Group-wide SOx emissions decreased by around 67% to 1,008 tons in FY2022 compared to FY2021. Our NOx emissions, at 4,145 tons, were largely unchanged from FY2021. Non-methane VOC (NMVOC) emissions were 4,305 tons, down approximately 27% from the previous fiscal year. This decrease was mainly due to the reduction in flaring activities—which contain high concentrations of NMVOCs—at Ichthys LNG facilities. With this reduced flaring and stable operations at Ichthys LNG, we also confirmed a reduction in PM emissions as well.

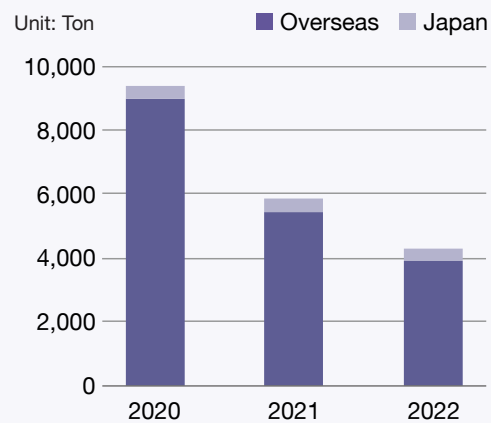
/ Annual SOx emissions in Japan & overseas



/ Annual NOx emissions in Japan & overseas



/ Annual NMVOC emissions in Japan & overseas



/ Proper Waste Management

Recognizing that proper management of waste is a critical environmental issue around the world, in December 2022, we established and issued our [Policy and Commitments on Waste Management](#), through a resolution of the Board of Directors.

/ Policy and Commitments on Waste Management

Our Policy

We ensure our actions reflect appropriate waste management, the 3Rs (reuse, reduce, recycle), and efficient use of resources to reduce environmental impact and form a circular economy.

Commitments

1. Reduce waste and implement appropriate waste segregation and collection
 - We will strive to reduce the amount of waste generated from our activities and implement appropriate waste segregation and collection.
2. Implement appropriate waste treatment and disposal
 - We will treat and dispose waste from our activities in accordance with the law.
 - When outsourcing waste treatment and disposal to external contractors, we will undertake an appropriate contractor selection procedure and conduct regular inspections and audits to ensure that outsourced waste treatment and disposal is carried out appropriately.
3. Promote measures on the efficient use of resources
 - We will identify waste management issues in our businesses and promote measures on the efficient use of resources, including re-use and recycling.
4. Contribute to the formation of a circular economy
 - We will aim to contribute to the formation of a circular economy by building new business models, promoting innovation and leveraging our business operations.

More on [Policy and Commitments on Waste Management \(inpx.co.jp\)](#)

Commitments on Recycling and Proper Disposal

We actively practice the three Rs (3Rs) of environmental management—reduce, reuse, and recycle—at our projects, offices, and other sites to reduce our environmental impact.

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

When we are unable to viably reuse waste generated by our operations, we properly treat and dispose of it via licensed waste service providers. For our operator projects, we conduct annual on-site inspections of industrial waste service providers to ensure our waste is being properly treated and disposed of.

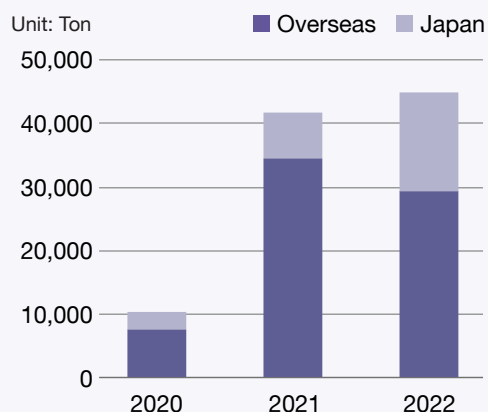
In FY2022, due to ongoing COVID-19-related restrictions to on-site inspections in Japan, we continued to use a combination of online methods, including telephone interviews, to monitor the providers.

/ Inspections of waste disposal services

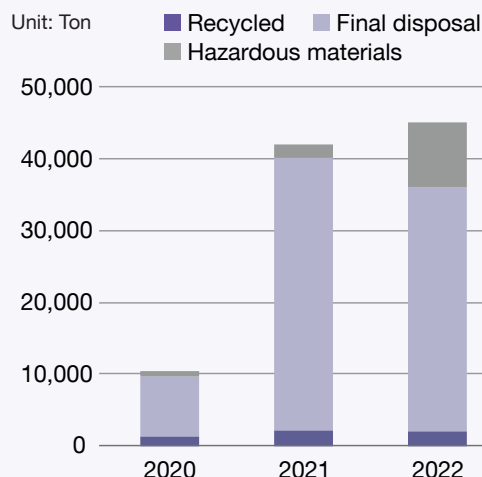
(n) shows the number of inspections conducted through remote interviews.)

	2021	2022
Overseas	20 (11)	6 (0)
Japan	22 (4)	42 (24)

/ Annual waste output in Japan & overseas



/ Annual waste output types



The amount of waste generated by the entire Group in FY2022 was approximately 45,000 tons. Of the 16,000 tons of waste produced in Japan, around 2,000 tons was recycled. The amount generated by our overseas projects was approximately 29,000 tons. The actual amounts of waste generated by each of our sites varies considerably depending on their activities. In FY2022, our waste increased mainly in Japan due to drilling work.

Efforts to Create a Circular Economy

In addition to our usual efforts to properly manage waste and further implementation of the 3Rs, we will work to create a circular economy within our business operations going forward.

As part of these efforts, and as a first in Japan, our subsidiary INPEX Logistics (Japan) Co., Ltd., ITOCHU Corporation, and ITOCHU ENEX launched a collaboration in FY2022 to use renewable diesel—a fuel derived from renewable resources—in tanker trucks.

INPEX Logistics is using renewable diesel from Neste OYJ, ^① the world's leading producer of renewable fuel, to fuel 18 tank trucks transporting domestic crude oil and petroleum products in the Hokuriku and Koshinetsu regions.

^① Renewable diesel from Neste Oyj: Made from food competition-free waste cooking oil, animal oil, and other sources, and expected to reduce GHG emissions by about 90% compared with petroleum-based diesel on a life-cycle assessment basis



Tanker truck using renewable diesel

/ Biodiversity Conservation

Recognizing biodiversity conservation as another significant global environmental issue, we have positioned it as one of our Key Tasks. We established and published our [Policy and Commitments on Biodiversity Conservation](#) in December 2022, following resolution by the Board of Directors.

/ Policy and Commitments on Biodiversity Conservation

Our Policy

We identify biodiversity related risks and opportunities in our businesses and actively promote initiatives for the conservation and sustainable use of biodiversity based on the mitigation hierarchy [①](#).

Commitments

1. Identify biodiversity related risks and opportunities
 - We will identify risks and opportunities for biodiversity in our business and promote initiatives for sustainable use.
 - We will promote disclosure of information on biodiversity conservation activities.

2. Set Exclusion Zones for our businesses
 - We will not operate our businesses inside UNESCO World Natural Heritage site boundaries.
3. Develop Net Positive Approaches
 - For our businesses located in critical habitats^②, we will develop and implement Biodiversity Action Plans (BAP), including creating net positive impact.
4. Enhance Biodiversity Conservation Activities
 - For new businesses, we will identify impacts on biodiversity and develop and implement measures to avoid or reduce impacts based on the mitigation hierarchy.
 - For existing businesses, we will reduce negative impacts on biodiversity to the extent possible and promote initiatives to create positive impacts on biodiversity.

More on [Policy and Commitments on Biodiversity Conservation \(inpex.co.jp\)](https://www.inpex.co.jp/policy/commitments/biodiversity)

① Order of priority to avoid, reduce or minimize development impacts and then taking compensatory measures for remaining impacts.

② Areas of high biodiversity value as defined in IFC Performance Standard 6.

The type and degree of impact that our operations have on biodiversity differ depending on the scale, activities, or location of each project. Accordingly, the biodiversity conservation efforts required for each project also differ. Therefore, we assess the importance of biodiversity in the areas in which we operate, and the risks and impacts on biodiversity that each project brings. We then apply a mitigation hierarchy^③ to plan strategies for avoiding, mitigating, and compensating for those risks and impacts, and to conserve biodiversity, in environmentally sensitive areas that are particularly important (protected areas, critical habitats of threatened species, forests, mangroves, coral reefs, wetlands, and tidal flats, etc.).

③ Mitigation hierarchy: Defined as i) Avoidance, ii) Minimization, iii) Rehabilitation/Restoration, and iv) Offset

Identification of Risks and Opportunities Related to Biodiversity

In line with the LEAP approach of the TNFD framework^④ beta release, we are assembling nature-related information—such as on ecosystem points of contact, endangered species, and water stress—for the areas around our domestic operations. Going forward, we will use the results of these efforts to assess the relationships between our business operations and nature in terms of impact and dependence. We will also consider nature-related risks and opportunities for the Group.

④ TNFD framework: A framework established by the Taskforce on Nature-related Financial Disclosures (TNFD) to assess nature-related risks and opportunities, and to disclose that information. The LEAP approach is one process proposed in the framework for systematically assessing nature-related risk and opportunities. The LEAP approach involves four phases: (1) Locate your interface with nature; (2) Evaluate your dependencies and impacts; (3) Assess your risks and opportunities; and (4) Prepare to respond to nature-related risks and opportunities, and report to investors.

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

Since FY2019, we have been enhancing our geographical information system (GIS) with information on protected areas obtained from the World Database on Protected Areas (WDPA),^⑤ and animal and plant species that fall under the

International Union for Conservation of Nature (IUCN) Red List categories. Information is updated annually for the following purposes:

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

We have also made a commitment in our Policy and Commitments on Biodiversity Conservation to “not operate our businesses inside UNESCO World Natural Heritage site boundaries”.

We have confirmed that, as of December 31, 2022, none of our operator projects are operating in areas that we have defined as exclusion zones.

⁶ World Database on Protected Areas (WDPA): Developed jointly by the United Nations Environment Programme (UNEP)—a major agency established in 1972 within the United Nations in the environmental field—and the International Union for Conservation of Nature (IUCN)—an international nature conservation network comprising nations, government agencies, and non-government organizations that was established in 1948 under global cooperation

Promotion of a Net Positive Approach

To better understand the present situation of our nature-related efforts and identify further actions, we have looked to the World Business Council for Sustainable Development (WBCSD) practitioner’s guide: “*What does nature-positive mean for business?*”. Using the guide, we have identified areas in which we are making particular progress, such as developing and issuing our commitments on biodiversity and water, and applying a mitigation hierarchy to avoid, mitigate, and compensate for our impacts on biodiversity.

In the future, we will consider nature-related impacts and dependences in terms of the value chain and implement initiatives that contribute to net positive impacts.

Promotion of Biodiversity Conservation Activities

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

Overseas Activities to Conserve Biodiversity

The Ichthys LNG onshore processing plant is located in Darwin Harbour, where extensive mangrove forests along the coast provide breeding and feeding grounds for fish and sea turtles. To protect this rich biodiversity, Ichthys LNG has continued to comprehensively monitor effluent quality, seawater quality, and growing conditions for mangrove forests, and other natural vegetation. We further contribute to biodiversity conservation around the plant by providing grants to marine research projects such as long-term dolphin and dugong studies in the Northern Territory.

More on this in the [Cardno report: “Darwin Harbour – A Summary of the Ichthys LNG Project Nearshore Environmental Monitoring Program”](#) (see page 98)



Environmental monitoring programs are conducted at/around the Ichthys LNG onshore processing plant site

/ Wild Bird Surveys at the Onshore Block 4 Project

We have been exploring Onshore Block 4 in the UAE since being awarded exploration rights in FY2019. The block is in a central coastal area of the country that encompasses Abu Dhabi.

Balghelam and Umm Al Barak, two islands roughly 20 kilometers northeast of Abu Dhabi that are drilling sites for this project, are noted as resting and roosting places for migratory birds. Several times a year, JODCO Exploration Limited commissions a survey of birds inhabiting the islands to examine their situation and develop strategies for mitigating potential project impacts on these birds.



Wild Bird Surveys at the Onshore Block 4 Project (1)



Wild Bird Surveys at the Onshore Block 4 Project (2)

Activities to Conserve Biodiversity in Japan

Understanding the Characteristics of Environments around Domestic Offices

In FY2021, we conducted desktop reviews to understand the characteristics of environments around domestic offices (rivers, fishing grounds/farms, forests, biodiversity conservation areas, cultural properties, and critical habitats of threatened species). We then compiled this information in the form of a GIS. This not only enabled us to understand the ecosystems around our domestic offices, but to also understand environmentally sensitive areas around new projects sites at the planning stage.

“Kitsunedaira Donguri-no-mori” Ecosystem Survey

As part of an ongoing forestation support program launched by Niigata Prefecture in FY2010, the Kitsunedaira Donguri-no-mori (Acorn Forest) project is being conducted in Nagaoka City’s Fudosawa district, adjacent to the Nagaoka Field Office. We are implementing the following initiatives through this project.

Planting Trees and Caring for the Forest

Twice a year, in spring and autumn, our employees work with local residents on forest maintenance, tree planting activities, and holding nature observation meetings for children. (This initiative has been suspended since 2020 due to COVID-19.)



Planting trees as part of the Donguri-no-Mori project

FY 2019 Biodiversity Survey (autumn)

In autumn of FY2019 (October–November), we conducted a simple survey to examine the state of Donguri-no-mori's biodiversity. For the survey, we set up six sensor cameras to capture images of creatures living in the forest.

We observed several species of mammals at the site, including Japanese serow, and several species of birds in and around the area.



Sensor camera at "Kitsunedaira Donguri-no-mori"

FY2022 Biodiversity Survey

Building on our observations from the FY2019 survey, we conducted another survey in FY2022 to more fully understand the current state of biodiversity in Donguri-no-mori. Conducted over roughly an eight-month period between May and December 2022, we placed eight sensor cameras in the forest to capture images of creatures living there. A literature review was conducted alongside the field survey.

/ FY2022 Biodiversity Survey: Results

The survey confirmed the presence of gray-faced buzzards (birds) and foxes (mammals) at the apex of the Donguri-no-mori ecosystem. It also found that a wide variety of creatures use the forest throughout the year. It is not possible to obtain such a result over a short timeframe from a single reclaimed environment comprising only forests and grasslands. We understand this to be an overall improvement of species and ecosystem diversity as the result of 13 years of continuous care of the environment through ongoing forestation efforts (since FY2010).



Japanese serow



Fox



Gray-faced buzzards



Oriental greenfinch

/ Proper Water Management

With water management and water risk management^① being internationally recognized issues, we have prioritized proper water management as one of our Key Tasks.^②

Additionally, we have established our Policy and Commitments on Water Management through a resolution of the Board of Directors in December 2022.

① Water risks: Water risks related to water supply for current and future business continuity and the increasing rate of flooding from extreme weather associated with climate change

② INPEX Key Tasks

/ Policy and Commitments on Water Management

Our Policy

We strive to understand the impact of our business on water resources and sustainability in local communities and promote efforts on impact mitigation and value creation on local water sustainability.

Commitments

1. Identify water-related risks in areas around operational sites
 - We strive to understand the water-related risks at operating sites using international risk assessment tools.
 - We will develop and implement additional measures based on mitigation hierarchy^③ for areas evaluated as high water-related risk areas.
2. Restrict freshwater intake in high water stress^④ areas
 - We will limit freshwater intake where significant impact is expected on local water resources as a result of freshwater intake by our operating sites.
3. Implement appropriate water management (water intake, usage, and drainage)
 - We will strive to understand the status of water usage (water intake, drainage, usage) at our operating sites and promote 3R (reuse, reduce, recycle).
 - We will implement appropriate treatment and wastewater management for produced water and other associated wastewater.
4. Collaborate with stakeholders
 - We will collaborate with stakeholders to promote sustainable use of local water resources.

More on [Policy and Commitments on Water Management \(inpex.co.jp\)](https://www.inpex.co.jp/Policy_and_Commitments_on_Water_Management)

③ Order of priority to avoid, reduce or minimize development impacts and then taking compensatory measures for remaining impacts.

④ A state of inconvenience in daily life caused by lack of water.

Water Risk Assessment and Identification of High-Water Stress Areas

Each year, we confirm if our operator project sites in Japan and overseas are located in high water stress^⑤ areas by using Aqeduct, a water risk mapping tool developed by the World Resources Institute(WRI).

We have confirmed that, as of December 31, 2022, water stress levels are not high in our operator project sites, and there are no expectations of increased project costs as a result of water shortages.

Since local water risks are influenced by various factors and change over time, going forward we will continue to identify water risks, and if we find water risk to be too high, we will plan and implement additional measures according to the mitigation hierarchy.

^⑤ Water stress: The amount of water resources available per person, used as an index for assessing the scarcity of water supply versus demand

Efficient Use of Freshwater Resources

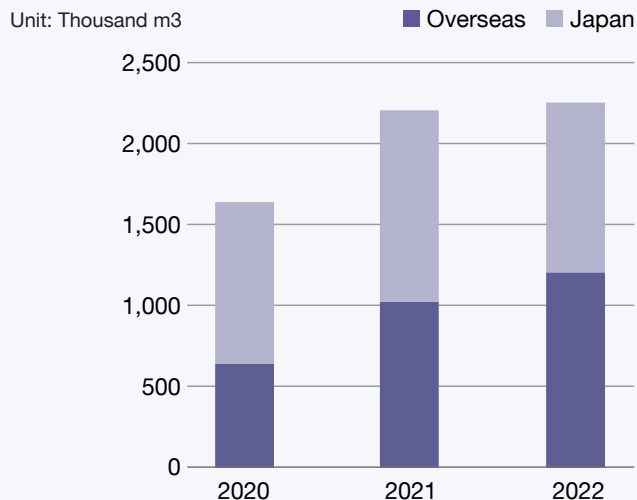
As one of the resources we utilize in our business operations, we recognize freshwater intake to be a major issue in our water management. We have been working to reduce our impact on water resources by managing the water intake of our operator projects in Japan and overseas, and the discharge of produced water arising from oil and natural gas production. Our operator project sites use tap water, industrial water, and groundwater as coolants.

In FY2022, the volume of freshwater used across the Group totaled 2,257 thousand cubic meters.

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

At the Ichthys LNG onshore processing plant, we conduct investigations into freshwater use with the aim of reducing consumption. The findings of these investigations are being used to study the feasibility of cost-effective approaches for reducing freshwater consumption by reusing water, such as treated wastewater from processing as well as wastewater and condensed steam from power generation facilities.

/ Annual freshwater intake in Japan and overseas



Use of Seawater

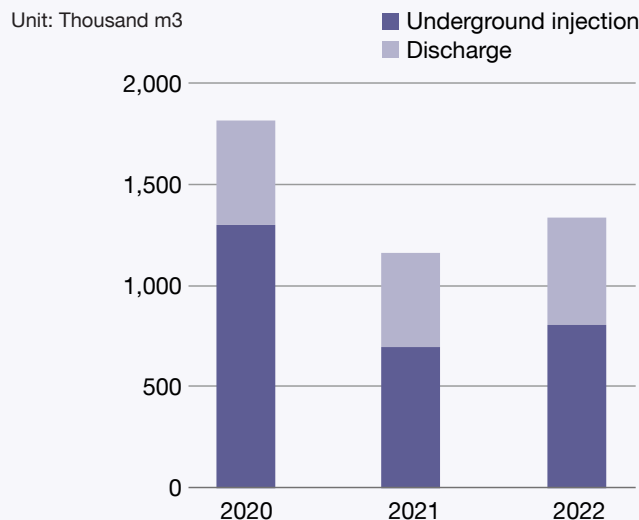
Instead of freshwater, the Ichthys LNG offshore production facilities use seawater for cooling, and the Naoetsu LNG Terminal uses it for heat exchange in the vaporizer. Mandatory checks of seawater temperature and residual chlorine levels ensure that the marine environment will not be harmed, and that relevant laws and international guidelines are met before the used seawater is discharged back into the sea.

Wastewater Management

Produced water from our oil and natural gas projects is reinjected underground or discharged as wastewater after being confirmed to comply with the effluent standards in local and international guidelines.

In FY2022, 60% of the total produced water (approximately 1.33 million cubic meters) was reinjected, while the remainder was discharged into rivers or seas after being appropriately treated.

/ Annual produced water discharge in Japan and overseas



Development of Effluent Water Treatment Technology

From FY2015 to FY2017, in collaboration with Chiyoda Corporation and METAWATER, and with the support of Japan Organization for Metals and Energy Security (JOGMEC), we conducted a pilot project at our Sotoasahikawa plant of the Akita Field Office to test a produced water treatment technology using ceramic membrane filtration. This technology is expected to further reduce the environmental impacts of water discharges from crude oil production. A joint follow-up study with JOGMEC was launched in FY2018, and a pilot test for commercial use of this technology is currently ongoing. To date, the test has confirmed sufficient capacity to treat the water effluent to the discharge standard for rivers as specified by Akita Prefecture.

As of March 31, 2022, we achieved a total operation time of 23,123 hours, constructed a produced water processing facility, and have continued to operate without incident or occupational injury throughout the entire operating period (approximately seven and a half years).

The study was concluded in March 2023.

Local Communities

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Our Policy

The support INPEX receives from local communities—underpinned by strong and trusted relationships—forms the basis of our social license to operate, and is therefore integral to the success of our business activities. Our engagement with local communities is guided by commitments within our Sustainability Principles. We are committed to engaging with, and fairly and proactively disclosing Company information to, a wide range of stakeholders, including the communities in which we operate. We seek to build and maintain relationships with our stakeholders through open and transparent engagement.

The INPEX Group Human Rights Policy^① further outlines our pledge to recognize and respect the rights of people in communities who may be affected by our business activities, including the rights of indigenous peoples. In Australia, our commitment to working with Aboriginal and Torres Strait Islander communities is set out in and implemented through our Reconciliation Action Plan.^②

Both the INPEX Group Human Rights Policy and our Health, Safety and Environmental Policy include commitments to avoid or minimize any adverse impacts of our business activities on the communities in which we operate. We conduct impact assessments as part of the development of our business activities and implement a variety of control measures during their conduct. We engage with stakeholders as part of these assessments and integrate findings into our business plans. We also provide forums for ongoing community engagement as well as community inquiries and grievance management.

Our business success relies on access to strong local industries and skilled personnel. We are pleased to support the economic development of our host countries, regions, and communities by working closely with our stakeholders to support local employment and business opportunities, respectful of cultural diversity.

^① [INPEX Group Human Rights Policy](#)

^② [Reconciliation Action Plan \(RAP\)](#)

/ Active Community Consultation

Community consultation is currently conducted for all of the 30 production assets and 2 development projects in which INPEX has an interest. Of these, INPEX is responsible for the conduct of community consultation activities for assets/projects in which it acts as Operator. The company is currently Operator of the following assets/projects:

Production assets

- Ichthys LNG Project
- Naoetsu LNG Receiving Terminal (operating site)
- Minami Nagaoka Gas Field
- Naoetsu Oil terminal and service station
- INPEX Mega Solar Joetsu

Development projects

- Abadi LNG Project

Stakeholder Engagement

/ Japan

We connect with local stakeholders in Japan through the community engagement teams we have established at our offices in Niigata, Minamiaga, Nagaoka, Kashiwazaki, Naoetsu, Akita, and Chiba.

Every year, we actively participate in community events, including providing sponsorship and volunteer support for a marathon in Kashiwazaki. We also sponsor firework displays at summer festivals in Niigata, Nagaoka, Kashiwazaki, Naoetsu, and Akita, and help to protect the environment by collaborating with residents of Nagaoka in a semiannual reforestation project. Naoetsu LNG Terminal—the core facility of our gas supply chain and the receiving terminal for LNG shipped from Ichthys LNG in Australia—publishes a bimonthly newsletter for local residents, municipal offices, and government agencies to inform them on the terminal's operations, safety efforts, and other matters. Our employees also interact with local residents by taking part in community activities such as softball tournaments.

/ Australia

Our Australian-based community engagement teams are committed to informing our key stakeholders and the wider community about Ichthys LNG operations and our other business activities in the region, as well as updates on local employment, business, and community investment opportunities. Engagement is conducted in local communities and regions in which INPEX operates or otherwise conducts its business activities. Depending on the purpose for engagement and mindful of stakeholder preferences, we use a range of engagement methods including face-to-face and virtual meetings, industry and community forums and events, emails and online information, mainstream and social media, advertising, and communications collateral.

In FY2022, more than 300 engagements were held with government, industry, business, and community stakeholders. A toll-free phone number and an enquiry e-mail address are communicated on our website and in other forums for community members to provide feedback on our activities. In FY2022, more than 350 inquiries were received, 60% of which related to employment opportunities ^①.

^① [Community Engagement in the Northern Territory 2022](#), [Kimberley Community Update 2022](#)

/ Indonesia

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

Through this dialogue, we became aware that one local community was having difficulty securing access to clean drinking water. Following talks with representatives of the community and local government, we responded by developing and launching the Clean & Healthy Behavior Program. This initiative aims to establish a community water

tank and pipeline network so that clean drinking water can be supplied to every household. Instead of directly building the water system, we are advancing this effort under a model of community-based participation and involvement.

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

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

Year	Processes	Stakeholder-related Initiatives
2018	Identifying stakeholders	<ul style="list-style-type: none"> Identified a wide array of stakeholders in the project and creating a stakeholder map.
2019	Developing a Stakeholder Engagement and Public Consultation Plan (SECP)	<ul style="list-style-type: none"> Identified requirements for AMDAL and stakeholder engagement as stipulated in the IFC PS. Developed a SECP to comprehensively manage the above requirements.
	Implementing AMDAL Public Consultation	<ul style="list-style-type: none"> Held AMDAL public consultations in each project location area and hearing the local community's concerns.
	Developing KA-ANDAL	<ul style="list-style-type: none"> Developed Terms of Reference (KA-ANDAL) for an environmental and social impact assessment that take into consideration the community concerns identified in the aforementioned public consultations.
	Baseline Survey	<ul style="list-style-type: none"> Conducted surveys through face-to-face dialogues—including through focus group discussions, household surveys and key informant interviews—to understand the current situation of the affected communities.
2020-2021	Impact Assessment	<ul style="list-style-type: none"> Assessed the potential impacts on affected communities during construction and operations phases. The impact assessment was relevant to community concerns.
2022	Developing environmental management plan/monitoring plan	<ul style="list-style-type: none"> Currently developing environmental management and monitoring plans based on the results of the aforementioned impact assessments.

Addressing Community Feedback

In accordance with the principles outlined under “[Our Policy](#)”, we record and manage the feedback we receive from local communities, and endeavor to provide appropriate responses where needed.

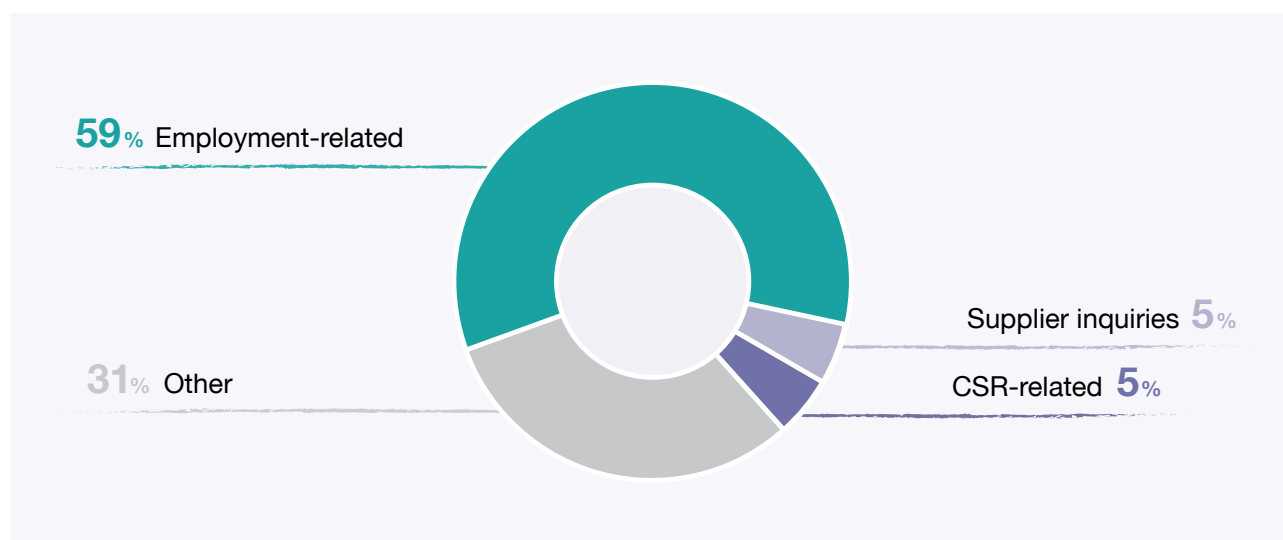
We receive feedback via diverse channels, including our toll-free hotlines, email, and face-to-face consultations. This information is shared with relevant personnel and used to monitor community sentiment and the types of inquiries received. We strive to identify community concerns at an early stage and minimize potential risks. We properly respond to grievances by following our established procedures and establishing the facts of each matter with the cooperation of the relevant stakeholders.

The following graph provides a breakdown of the inquiries and feedback received in FY2021 from residents living near our key project sites and operational facilities, based on our external stakeholder response procedures.

No grievances were recorded under those procedures during the year.

/ Breakdown of inquiries and feedback received from local communities in Japan, Australia, Indonesia, and the US in FY2022 ①

Note: Figures are rounded to the first decimal place.



① Community Feedback in Australia

/ Case study: Perceptions survey providing insights into stakeholder engagement

In 2022, a comprehensive stakeholder survey was conducted to measure perceptions of INPEX and the company's economic and social contribution to Western Australia and in particular to Broome in the Kimberley region—one of our key communities in Australia.

Across a six-week engagement period, a consultancy firm, on behalf of INPEX, undertook 23 individual interviews and shared multiple digital surveys with government, industry, local businesses, and community stakeholders.

The survey results highlighted an overall positive sentiment with 76% of respondents agreeing or strongly agreeing INPEX is a trusted organization; 59% of all respondents agreeing or strongly agreeing INPEX engaged with the community regularly; and 87% of the Broome face-to-face respondents agreeing INPEX brings economic and social value to the Kimberley community.

The survey also indicated while Broome-based stakeholders and service providers were more likely to agree INPEX brings value to the community, lower awareness among government and community participants was observed.

The survey outcomes identified areas of opportunity and improvements for INPEX to refine its engagement strategies and improve its overall relationships with stakeholders in Western Australia and the Kimberley region. INPEX plans to undertake a similar perception survey in Australia's Northern Territory in 2023 and the insights gained through the 2022 survey will also support the development of future perception surveys.

Working 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 advancing reconciliation in the communities in which we operate. Our second Stretch RAP 2019–2022 ^① activities were closed out at the end of 2022 and our third Stretch RAP 2023–2025 ^② was endorsed by Reconciliation Australia in early 2023. INPEX's RAP Steering Committee is comprised of senior management and provides oversight of the RAP, monitoring the implementation of actions and deliverables, with progress being reported publicly each year. ^③

^① [INPEX Stretch Reconciliation Action Plan \(RAP\) 2019–2022](#)

^② [INPEX Stretch Reconciliation Action Plan \(RAP\) 2023–2025](#)

^③ [Reconciliation Action Plan Report 2022](#)

/ Case study: INPEX delivers on its RAP commitments

INPEX Stretch Reconciliation Action Plan (RAP) 2019–2022 was developed with the organization's own charter of values and the vision of mutually beneficial relationships with Aboriginal and Torres Strait Islander communities in which INPEX operates.

RAP commitments are championed by the RAP Steering Committee and the RAP Working Group to deliver positive outcomes in and around key communities including Darwin, the Kimberley and Perth.

Key achievements under the RAP 2019–2022 include:

- Enhancing INPEX's profile as an employer of choice for Aboriginal and Torres Strait Islander peoples, with increased Aboriginal and Torres Strait Islander direct employees to 49, exceeding INPEX's RAP commitment of 36.
- Engaging an average of approximately 100 Aboriginal and Torres Strait Islander peoples through INPEX's contractors, exceeding the target of an average 60 each year.
- Engaging 23 Aboriginal and Torres Strait Islander-owned businesses for work scopes to the value of over A\$ 13 million, exceeding INPEX's deliverable of 12 businesses with a total spend of A\$ 1 million over the RAP period.
- Delivering RAP engagement surveys across INPEX's workforce in 2021 and 2022 which provided valuable feedback in terms of RAP awareness and understanding, and interest to pursue other cultural activities.
- Increasing employee engagement through National Reconciliation Week and NAIDOC activities across all INPEX work locations including offshore facilities.

Building on previous RAPs, INPEX Stretch RAP 2023–2025 includes further stretch targets to advance reconciliation efforts in working with Aboriginal and Torres Strait Islander communities.



Members of the INPEX Larrakia Advisory Committee and Larrakia personnel at the Ichthys Wharf naming ceremony in FY2022, where the Darwin-based wharf was renamed 'Madla Wharf Ichthys' in Larrakia language.

/ Employment and Local Businesses

Through our business activities, INPEX is laying the foundation in Australia to support sustainable, multi-generational economic participation opportunities for Aboriginal and Torres Strait Islander communities. We integrate both employment and business participation opportunities through regular reviews of our human resources and procurement practices to remove barriers to engaging Aboriginal and Torres Strait Islander peoples and businesses.

Our “Solid Pathways” program provides learning and developmental employment opportunities to Aboriginal and Torres Strait Islander individuals to work in the energy industry. The program’s participants receive on-the-job support and external training for 12 to 18 months, in preparation for potential long-term direct employment with INPEX Australia. As at the end FY2022, 17 Aboriginal and Torres Strait Islander individuals were employed by INPEX through this program.

The Solid Pathways program was a key deliverable contained in INPEX’s Stretch RAP 2019–2022 and was a major contributor to INPEX achieving its commitment to employ 49 Aboriginal and Torres Strait Islander peoples by end of FY2022, exceeding its RAP target of 36 individuals or 3% of overall workforce.

Under our new Stretch RAP 2023–2025, we will continue our efforts to increase our direct employment of Aboriginal and Torres Strait Islander peoples, with a new target of 60 direct employees, or five per cent of our Australian-based workforce, within that three-year period. Over the same timeframe, we will retain 10 Solid Pathway Program positions

across the organization, recruiting new participants as others transition out of the program. We will also focus on initiatives to retain and develop our Aboriginal and Torres Strait Islander employees.

We likewise exceeded key business engagement targets set under our Stretch RAP 2019–2022. Accordingly, under our Stretch RAP 2023–2025, we have committed to increase engagement by INPEX or its business partners to a targeted 24 Aboriginal and Torres Strait Islander-owned businesses, with a target total spend of A\$ 15 million over the three-year period.



Participants of our Solid Pathways Program in Australia

/ Cultural Heritage

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

INPEX has long been committed to preserving items of cultural significance to Aboriginal peoples and was the first company in the Northern Territory (NT) to engage Larrakia Heritage Monitors during the early stages, and prior to construction of, the Ichthys LNG onshore processing facilities. During archaeological surveys, known Aboriginal heritage sites were identified in and just outside the onshore development area.

Following consultation with the Larrakia Heritage Management Executive Committee (the predecessor to the INPEX Larrakia Advisory Committee) and the NT Government Heritage Branch, some sites and objects of cultural significance remained in situ while others were relocated to Heritage Hill, near the Ichthys LNG onshore processing facilities.

A Larrakia-owned business has been engaged to provide the Heritage Hill grounds maintenance services, with Larrakia Heritage Monitors employed when required.

Contributing to Local Economies

Business and employment opportunities are some of the key economic benefits that our company provides within local communities.

INPEX Australia's Industry Participation Plan (IPP) ^① for Ichthys LNG commits to providing full, fair, and reasonable opportunities to Australian suppliers. These commitments are cascaded to contractors through our contracts and procurement processes. Regular progress reporting and scheduled meetings with key 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 ^②. The Industry Capability Network Northern Territory (ICNNT) is engaged to help identify local capability, and we encourage local suppliers seeking opportunities to establish and maintain a company profile with the ICNNT. In FY2022, an overall Australian content level of 85% was achieved for Ichthys LNG operations.

Training and apprentice programs continue to be run by INPEX and key contractors to provide opportunities for locals—including Aboriginal and Torres Strait Islander peoples—to commence careers in the industry and contribute to building local workforce capability.

^① [INPEX Australia's Industry Participation Plan](#)

^② [INPEX Australia website – Supplier information](#)

Supporting Local Communities

We engage in social contribution programs to support and enhance the social and economic development of local communities in response to their needs. We contributed 3 billion yen to social investment activities in FY2022. Regular meetings are held between CSR teams in Tokyo, Perth, Jakarta, Abu Dhabi, and Oslo to provide updates on community engagement and contribution activities and to share lessons learned.

/ Australia

In Australia, we contribute to building communities that are vibrant and economically resilient. Our Community Investment Strategy sets out INPEX's approach to conducting voluntary community investment activities contributing to positive outcomes in the communities where we operate. The Strategy identifies the following priority areas:

- Education and training
- Health and wellbeing
- Business capacity building
- Community connectivity and resilience.

In FY2022, we supported about 40 community programs, ranging from small community grants to strategic partnerships with for-purpose organizations.

Our main focus continues to be the development and expansion of strategic community partnerships, with the intention of creating meaningful and long-term positive impact in our host communities.

Each year, we continue to support community events and initiatives through sponsorship, and provide donations for disaster relief and recovery efforts in impacted communities. We also offer in-kind support to community partners through employee volunteering, paid-for advertising and promotional opportunities, as well as providing expertise through presentations and mentoring.

/ Case study: Improving outcomes measurement in community investment activities



Participants at an outcomes measurement workshop held with community partners

During FY2022, INPEX Australia commenced work to improve the company's approach to outcomes measurement across its community investment activities, with a particular focus on community partnerships.

INPEX's community investment activities are guided by a strategy encompassing a social vision, long-term social objectives (key regions, population groups and impact areas that should benefit from INPEX's core business activities and community investment more broadly), and an outcomes measurement framework.

Our Community Investment Strategy is being revised to align with the next phase of INPEX's activities in Australia and support initiatives of value to the communities where we operate. We have been working with an external consultant and key internal and external stakeholders to achieve this and related objectives.

A key component of our work has been to enhance the understanding of relevant managerial and functional personnel about our community investment approach and the importance of outcomes measurement.

We have engaged with our community partners for much the same purpose and to seek feedback on the challenges and opportunities of effectively measuring program deliverables. This feedback is assisting us to develop new tools and processes to support outcomes measurement and reporting activities. Moving forward we will continue to offer support to community partners who seek further assistance in strengthening their outcomes measurement frameworks.

/ Indonesia

Since FY2009, we have engaged in diverse activities at the Abadi LNG Project in Indonesia to support the sustainable growth of local communities, including efforts to preserve the environment and traditional culture and create economic

opportunities. We identify community needs through dialogue with stakeholders and carry out activities that serve those needs, based on the Social Investment Strategy, which has been developed with a medium- to long-term strategic perspective.

A wide array of activities were planned and are now being implemented under the Social Investment Strategy 2021–2023, which was drafted in FY2020. Five focus areas were identified under this strategy: (① Improvement of local economies; ② Education; ③ Public health; ④ the Environment; and ⑤ Strategic community contribution. Key efforts made in FY2022 include the following:

Scholarship & Mentoring Program:

Provided scholarships and other support for graduate school education (master's and doctoral programs) to university lecturers in the Tanimbar Islands in Indonesia's Maluku Province, to improve their educational teaching skills.

Clean and Healthy Behavior Program:

Supported efforts to secure a clean drinking water supply for the community nearest the project site. Specifically, we worked together with the community and the local government to install a community water tank and supply pipelines.

Tanimbar Ikat Weaving Development Program:

Provided support to help preserve, pass down, and spread the culture of ikat (traditional woven textiles) in the Tanimbar Islands, and create new markets for these textiles.

Specifically, in FY2022, we skills training and mentoring for 20 ikat artisans, which included mentoring on small-to medium-sized enterprise related matters, and construction of two local galleries to display ikat products.

Environmental Preservation and Conservation Program:

Planted native trees along major roads in urban areas in collaboration with local environmental authorities. We also help to develop, maintain, and manage a local park.

/ Scholarship Program (INPEX Scholarship Foundation)

Since its establishment in 1981, the INPEX Scholarship Foundation has provided scholarships aimed at promoting mutual understanding, friendship, and goodwill between Japan and Indonesia through student exchanges. In FY2022, this scholarship program was expanded to include students from Australia and the United Arab Emirates (UAE). The Foundation has supported 147 Indonesian, 65 Japanese, two Australian, and one Emirati students to date. Many of the students are now contributing to friendship and goodwill between Japan and their home countries in the research fields they studied during their time abroad.



FY2022 INPEX Scholarship Foundation year-end exchange

/ Abu Dhabi

Our business activities in Abu Dhabi have entered a new phase with: the acquisition of concessions in the onshore oil fields in 2015; the extension of our Upper Zakum Oil Field interests in 2017; and the extension of our Satah Oil Field and Umm Al Dalkh Oil Field interests and acquisition of an interest in the Lower Zakum Oil Field, both in 2018. In addition, we were awarded the rights to operate Onshore Block 4 in 2019 and are currently undertaking exploration activities. We operate in Abu Dhabi through our subsidiary Japan Oil Development Co., Ltd. (JODCO), which celebrated its 50th anniversary in 2023. We took this occasion to establish the INPEX JODCO Foundation to continue to strengthen our social contribution activities in Abu Dhabi. To further enhance our long-term relationship with the UAE and Abu Dhabi, we focus our social contribution activities on education for the country's next generation.

Introduction of Kumon Method to Abu Dhabi

Since 2018, with the aim of nurturing young minds to develop mathematical proficiency—the foundation for education in the fields of science, technology, engineering, and mathematics (STEM)—we have collaborated with the Kumon Institute of Education and the Abu Dhabi National Oil Company to introduce the Kumon Method in four Abu Dhabi elementary schools. In 2019, we commenced the world's first tablet computer-based Kumon learning program outside Japan. From 2020 onward, we developed a new Kumon Method mathematics learning format using tablet computers and other digital tools to facilitate at-home learning amid the COVID-19 pandemic. This program is currently being run for some 6,000 students at 10 schools. Since 2021, efforts funded by INPEX are continuing to help improve academic performance for even greater numbers of students.



Children learning Kumon mathematics

Promotion of Judo and *Judoka* Training

We strive to promote the spread of judo in Abu Dhabi by supporting the training of young *judoka* by a judo instructor invited from Tokai University in Japan. We also cohost the annual Judo Japanese Ambassador's Cup tournament in Abu Dhabi and the UAE.



Judo Japanese Ambassador's Cup award ceremony

Exhibiting at Abu Dhabi International Hunting and Equestrian Exhibition (ADIHEX)

As a bridge to facilitate cultural exchange between Japan and the UAE, we have exhibited at ADIHEX since 2004. We have introduced traditional Japanese culture, from falconry to sword-making, candy making, tea ceremony, *manga*, and *anime*. In 2022, we displayed a range of artworks to commemorate 50 years of diplomatic relations between Japan and the UAE. A number of local dignitaries visited the INPEX booth at the time, including Sheikh Khaled bin Mohammed bin Zayed Al Nahyan, who was named Crown Prince of Abu Dhabi in March this year.



Group Photo at ADIHEX



Suwa Falconry Preservation Society at ADIHEX



HH Sheikh Khaled bin Mohamed bin Zayed Al Nahyan and Mr. Fujii at ADIHEX

/ Norway

Munch Museum Sponsorship

Our subsidiary INPEX Norway Co., Ltd. has renewed the sponsorship agreement between INPEX Idemitsu Norge AS(IIN) and the Munch Museum for another five year. IIN has been a sponsor of the museum for more than 30 years, beginning with IIN's predecessor, Idemitsu Petroleum Norge AS,. Since the museum's inception in 1991, IIN has contributed more than 100 million Norwegian krone. Donations from IIN have played a key role in realizing several major projects, including the extension and repair of the museum as well as the restoration of *The Scream* and *Madonna*, Edvard Munch's masterpieces that were stolen in 2004 and subsequently recovered.

"Our partnership with IIN has been a long and valuable one, and we are proud to have maintained excellent relations with the company," said Tone Hansen, Director of the Munch Museum. "We greatly appreciate that IIN is continuing this legacy of helping us maintain a high level of activity and an art program that will benefit both the city's residents and visitors.



Signing ceremony with Yukiyo Ikeda, Managing Director of INPEX Idemitsu Norge AS (left), and Tone Hansen, Director of the Munch Museum (right)



©Einar Aslaksen MUNCH

Munch Museum

/ Kazakhstan

In the Kashagan Project, in which our subsidiary INPEX North Caspian Sea, Ltd. participates, NCOC (North Caspian Operating Company N.V.), the operator of the project conducts social infrastructure projects since 1998. This projects consists of construction of facilities for housing, education, healthcare, as well as urban development. By the end of 2021, the number of completed projects in Atyrau and Mangistau Oblasts, where we operate, exceeds 220. In addition, NCOC conducts philanthropic programs in both Oblasts, with five focus areas: healthcare, education, sports, culture and charity.



School Children Center in Aktau city, providing recreational activities for children and young people

/ Japan

Volunteers in our head office run a charitable giving program through which employees can opt to have a portion of their pay deducted for donation to NGOs and NPOs chosen through an annual employee vote. The beneficiaries selected engage in activities related to three themes: the Environment; Education and Fostering Future Generations; or Support for Local Communities. In FY2023, as part of the Company's social contribution activities and in support of the Education and Fostering Future Generations theme, we have supported Special Exhibition DINOSAUR EXPO 2023, held at the National Museum of Nature and Science and other venues, and LA FOLLE JOURNÉE TOKYO 2023, held mainly at the Tokyo International Forum. We will also sponsor the 92nd Music Competition of Japan, which has already propelled many promising musicians onto the world stage.



Special Exhibition DINOSAUR EXPO 2023



LA FOLLE JOURNÉE TOKYO 2023

Since FY2020, a program coordinated by our subsidiary, INPEX Solutions, Ltd., has provided on-site workshops—led by richly experienced employees—to students at junior and senior high schools, technical colleges, and universities. The lessons cover energy development, the general energy situation, and climate change. In FY2022, we presented a lecture titled “Energy choices” to students studying technology at Usune Junior High School in Numata City, Gunma Prefecture. We also presented on-site workshops at the Department of Civil Engineering, Gunma College, and Takasaki Municipal Nanyodai Elementary School in Gunma Prefecture.

Our Akita Field Office employees team up with relevant local organizations to plant flower seeds along Cosmos Road in Akita City’s Yabase district. Nagaoka Field Office employees join with agricultural workers and organizations to pick up litter and maintain flower beds in the area around Koshijihara Plant.

Employees at our Naoetsu LNG Terminal participate in beach clean-ups organized by a local environmental group, pick up litter and cut grass along roads near the office, and carry out other beautification activities to do their bit for the local community. We also support requests for educational field trip opportunities 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 (The tour program was suspended in FY2022 due to COVID-19 precautions).



Beautification activity in Akita Prefecture



Maintaining flower beds in Niigata Prefecture

Human Capital

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178 Promotion of Diversity

180 Promotion of Work-life Balance

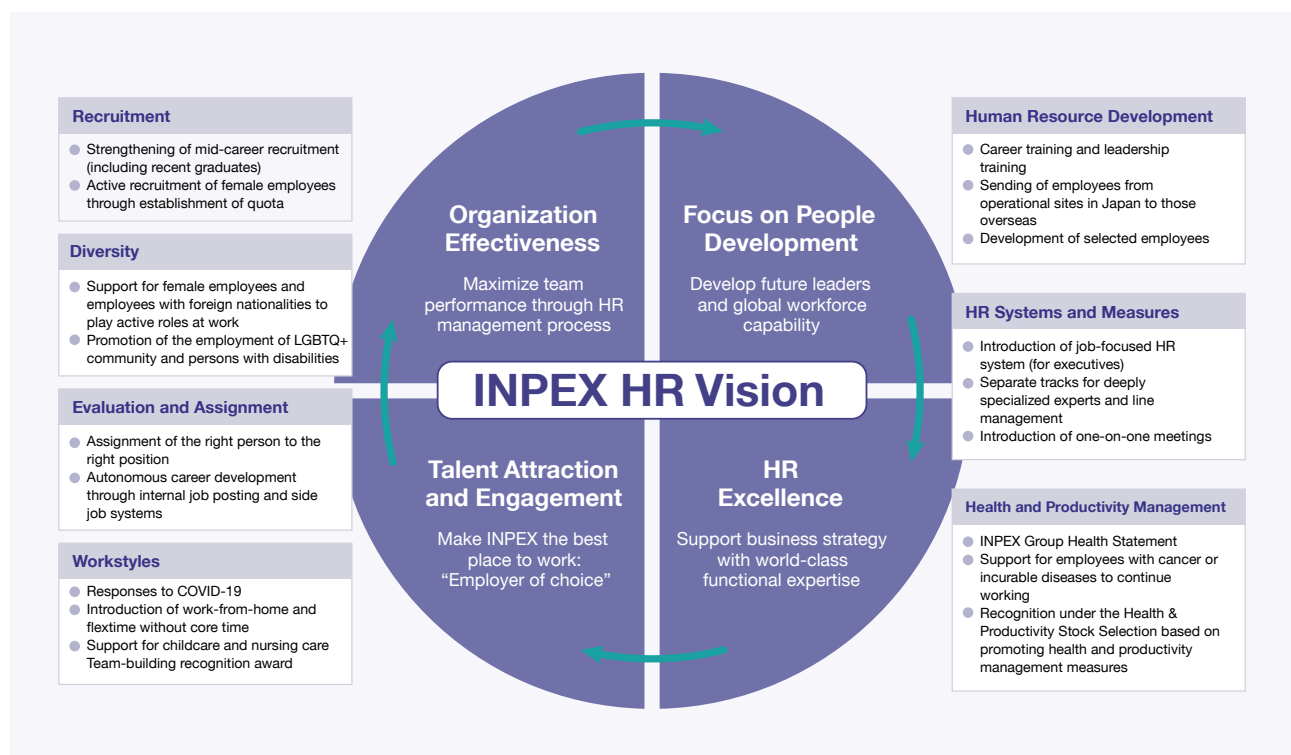
182 Promotion of Health and Productivity
Management

Our Policy

As a company operating across the world, INPEX views workforce diversity and the development of a global workforce capable of sharing common values as important for sustainable and responsible business management. To achieve these goals, our Human Resources (HR) Unit developed the INPEX HR Vision, comprising four key pillars. With these four pillars at the core, we are working to create an internationally competitive organization by applying a global perspective as we implement HR initiatives to develop our personnel and improve team performance.

Our recruitment approach follows our Business Principles and Code of Conduct specifying there will be no discrimination on the basis of race, skin color, gender, sexual orientation, gender identity, or age. Remuneration at INPEX is based on the principle of “equal pay for equal work.” For general personnel, remuneration is tied to demonstrated ability, and for executives, it is based on job grade—and in both cases, without regard to gender.

/ Four key pillars in INPEX HR Vision



Human Resource Development

Our training curriculum is designed to help employees develop the required skills and mindset to work in a large energy company and continue to contribute to our business over the long term. Group training, practical training (primarily through overseas visits or appointments), selective training to develop next-generation leaders, and e-learning focused on developing business knowledge are the principal modes of delivery. In FY2022, we overhauled our training regime with an emphasis on autonomy and leadership. Besides commencing leadership training for a wide range of employees so that everyone can demonstrate leadership, we also encourage each employee to pursue career autonomy, such as by strengthening support for line managers, who form the backbone of the organization.

/ Human Resource Development for Younger Employees

The first three years of graduate employment in the Company is a designated development period for these young employees. During this period, we implement various measures to support their development so they can quickly acquire the basic skills needed to function and grow in the workplace and take ownership of their careers.

In FY2022, we conducted face-to-face training for new graduates who joined the Company that year to strengthen the sense of camaraderie among fellow recruits and help them adjust to the workplace. Such in-person training had not been conducted in the past three years due to the COVID-19 pandemic. After this training and periodically throughout the year, we arranged pulse surveys, interviews with HR staff, and counselling sessions with outside experts to support graduates in adjusting to their job. We have also firmly established a mentoring system (for first-year office workers and first- and second-year technical employees) and a supporter system (for second- and third-year office workers) under which a veteran mentor is assigned to support each young employee. We seek to further enhance their basic work abilities through synergy between these systems and follow-up training that is conducted annually until their third year with the Company.

In FY2022, we also resumed operational and practical training for young employees in the form of on-the-job experience at overseas sites and other onsite training abroad to focus on developing personnel capable of playing an active role at the global level. In FY2023, in addition to the aforementioned support programs, we will encourage the growth of our young employees through interactions with veteran employees and one-on-one meetings with supervisors.

In regard to young employees performing technical work, we provide medium- to long-term development opportunities to foster independent engineers capable of working as a team with people from different specialist fields. This is achieved by sending them to operational sites within and outside Japan and training with a system of skill maps from their third year with the Company so they can develop their own areas of specialization by their sixth year.

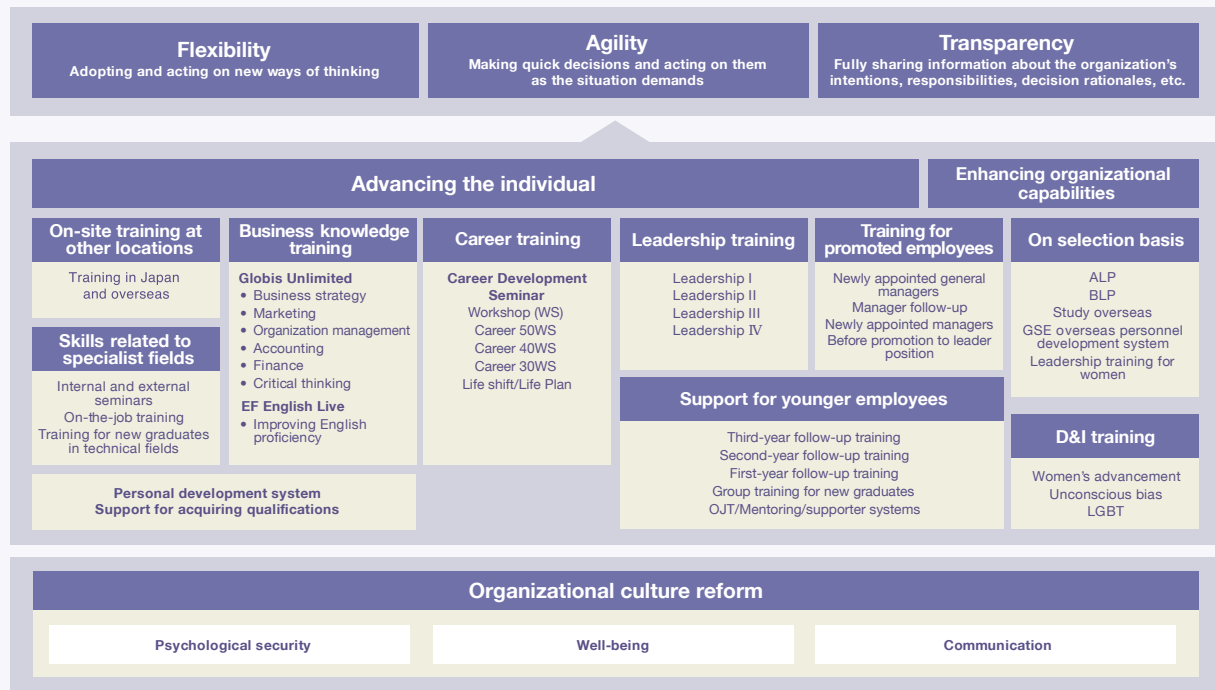
/ Supporting Career Autonomy for All Employees

We aim to strengthen both individual and organizational capabilities by promoting basic skills development and providing training tailored to each individual through such initiatives as personal development programs and an e-learning system. In addition, we conduct career workshops for employees aged 30, 40, and 50 years to help them develop career autonomy through such techniques as self-reflection and career experience inventory. At the same time, we conduct career awareness surveys for all employees and undertake initiatives to encourage and enhance each individual's career development.



Occupational safety training in Malaysia for technical employees

/ Human Resource Development Curriculum



Aiming at employees with flexibility, agility, and transparency, the program will help individuals to acquire the concept of career autonomy and leadership skills (individual evolution), and practice these skills in a team environment (organizational and functional evolution). In addition, we will simultaneously build and strengthen the foundation to support the evolution of individuals and team (organizational culture reform).

/ Developing Next-generation Leaders

In FY2021, we launched our Breakthrough Leadership Program (BLP) ^①, a selective leadership development program for young employees. Additionally, in FY 2022, we launched the Advanced Leaders Program (ALP) ^② for executives. Both programs are designed to nurture transformational leaders (candidates for future executive roles) who will ultimately be responsible for managing the Company. Both programs are optional and selected from the employees who wish to take up the challenge.

In Australia, a leadership development program was launched in FY2022. Approximately 300 team leaders and managers have participated in the three-day training program aimed at instilling the qualities and behavioral attributes expected of leaders.

^① Breakthrough Leadership Program (BLP): A program lasting up to five years and tailored based on the experiences of each selected employee to accelerate their development by strategically and deliberately subjecting them to an intensive series of tough assignments (including more sophisticated tasks, leadership positions, and jobs at different departments) over a short time frame

^② Advanced Leaders Program (ALP): A program that aims to develop leaders with strong foundations and rich ideas through participation in management and business programs in Japan and overseas and engagement with other companies to learn the latest information, trends and problem-solving skills.

HR Evaluation and Assignment

We strive to maximize performance across the organization by ensuring employees treat the organization's objectives—based on objectives established at the division level—as their own. We aim to inspire the highest level of employee motivation by having each individual outline the specific processes leading to achievement of their own annual objectives, thereby reliably and efficiently contributing to the objectives of the organization as a whole. Employees review their objectives annually, and their degree of achievement of these objectives is reflected in their individual performance evaluation.

An evaluation process based on the INPEX Values^①—the common values for all our executives and employees—is implemented at all sites, including in Australia and Indonesia. One important criterion in the evaluation is the level to which INPEX Values are demonstrated in daily operations. This encourages employees with diverse backgrounds and values to share and be aware of the values they should have as INPEX employees and to work together to achieve results not only as individuals, but also as an organization. Employees are additionally given the opportunity once a year to state the kind of work they would like to do or to request a transfer. We also have an internal job posting scheme designed to optimize job assignment from within the Company while boosting employee motivation. In FY2022, out of 16 applications under the job posting scheme in head office, 11 employees were approved for transfers.

We also established an internal side job system in FY2021, providing opportunities for employees to take on new challenges across organizational or job-category lines. The above are some of the initiatives adopted to revitalize the workplace while creating an environment that enables employees to carve out their own careers. Concurrently, we run a return-to-work program to welcome back motivated employees who had resigned from the Company due to unavoidable personal reasons.

Further, we also conducted the Global Engagement Survey in FY2020 for all employees around the world. In FY2022, Based on the findings of the survey, we introduced a new job-focused HR system for executives. This is an initiative introduced based on findings from our FY2020 Global Employee Engagement Survey. The system is designed to clarify the job roles of executives, define remuneration based on job responsibility, and address line-management succession planning and related training.

^① INPEX Values | [INPEX CORPORATION](#)

Promotion of Diversity

/ Promotion of the Advancement of Female Employees

In line with our basic policy on diversity and inclusion (D&I) ^①, we are intent on creating an environment that enables women to demonstrate their abilities to the full. In Japan, we have drawn up a General Employer Action Plan based on the *Act on the Promotion of Women's Active Engagement in Professional Life*. Among other things, this plan sets a target of hiring women to fill at least 25% of new graduate positions, a target that has been met each year over the five years from FY2019 to FY2023. Another example of our efforts was our hosting in FY2021 and FY2022 of a seminar for all executives and employees on the subject of unconscious bias, to deepen their understanding of unintentional bias related to gender, encourage greater workplace diversity, and promote the establishment of a foundation for advancing the role of women within the Company. Our target was for women to fill 3% of management positions (as defined by our grading system in INPEX ^②) by March 31, 2023. As of that date, we had achieved that target, with women filling 3.7% of management positions. Going forward, we aim to lift this figure to 6% during FY2025 through more intensive mid-career recruitment of women capable of performing management roles. In promoting or appointing employees, we evaluate employees who are temporarily restricted in their work duties due to life events in an appropriate manner so as to not impede career advancement.

In this way, women have become increasingly active in all job categories in recent years, but we observe the level of women's involvement is still uneven across job categories and the percentage of females in senior management positions remains low. We therefore continue in our efforts to advance the role of women at the Company. Besides appointing one female Outside Director and one female Outside Auditor, we are steadily making progress, including the appointment of a female Executive Officer promoted from within the organization for the first time in our history in March 2020.

^① Basic policy on Diversity and Inclusion

^② Non-Consolidated employees including seconded employees but excluding the employees who are temporary transfer to INPEX

/ LGBTQ+

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

To promote understanding towards LGBTQ+ matters, we have conducted an ongoing in-house training program since FY2017, and in FY2018, held lectures for executives concerning LGBTQ+ matters. Efforts have also been under way to upgrade internal systems. In FY2020, employees were given the right to refuse requests to undertake business travel on the grounds that they are LGBTQ+, and in FY2021, “family” was redefined to include same-sex partners and their children under the Company's benefit program. Employees are also encouraged to start using names (including pronouns and titles) that reflect their gender identity. In addition to an in-house LGBTQ+ consultation desk, we set up a second consultation desk managed by outside experts in FY2022. Our continuing positive action in these areas has won us recognition in Japan for our pioneering efforts in the workplace. For two consecutive years, in FY2021 and FY2022, we received the Gold Award (the highest rating) in the PRIDE Index, Japan's first index evaluating initiatives related to LGBTQ+ and sexual minorities.

work with Pride



/ Employment of Foreign Nationals

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

/ Efforts to Engage Older Workers

In FY2019, we started career training for employees aged 30, 40, and 50 years to understand the importance of career development and learn to design their own course for future success and growth, using techniques such as self-reflection and career experience inventory. Since FY2022, we also offer career consultation by qualified personnel to employees aged 55 years to support the autonomous career development of our senior employees.

In FY2019, we set up INPEX Solutions as a fully owned subsidiary within the Group. INPEX Solutions functions as a think tank for the Group, conducting surveys and research as well as providing support in consulting and talent development. Many retired Group employees transfer to this company where they can make use of their expertise, such as by passing on the know-how they have accumulated during their career, or in exploring new business opportunities for the Company.

/ Promotion of Employment of Persons with Disabilities

We have been proactive in hiring persons with disabilities, taking into account such factors as the nature of the work and the workplace environment. As of the end of FY2022 (December 31, 2022), we employed 44 persons with disabilities, representing 2.9% of the workforce in Japan.

Since FY2020, it has become common to work from home, a more amenable and conducive workplace environment for persons with physical disabilities. This has enabled us to maintain an employment rate of people with disabilities that exceeds the legally required rate in Japan. The wearing of masks during the COVID-19 pandemic has posed challenges for employees with hearing disabilities, who rely on lip reading to communicate. We are providing these employees with support, including digital solutions such as chat-enabled virtual social gatherings and closed captioning for videoconferences.

Promotion of Work-life Balance

In accordance with our basic policy on D&I, we promote 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 befits their lifestyles.

To support this objective, in April 2019, we established a Group-wide flextime work policy, which had previously been limited to employees with childcare and nursing-care responsibilities. We also introduced work-from-home arrangements for office-based employees in April 2020. In April 2021, core time was eliminated from the flextime work policy, and the policy was extended to include employees at all Japan-based operational sites. In addition to allowing paid leave in half-day units, we continue to encourage employees to take consecutive days off during summer and set recommended dates for taking paid leave. These measures aim to give employees time for physical and mental refreshment. To reduce overtime work, Wednesday is designated as a work-life balance day in Japan, where employees are encouraged to go home early. If an employee's overtime continuously exceeds a certain threshold, the employee's supervisor and the HR department will communicate with the employee to understand the situation, jointly identify problems, and figure out ways to address them.

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

/ Support for Childcare and Nursing Care

We support work-life balance for employees who are either parenting or providing care to family members, and have created a comprehensive support framework. Examples include: in Japan, payment of full salary for the first five days of childcare leave; payment of 20% of salary during childcare or nursing-care leave, which is above the legal requirement in Japan ^①; and payment of salary during sick/injured childcare leave or nursing-care leave for up to five days per eligible child ^②, which is also above the legal requirement. Moreover, employees may take leave during working hours regardless of the reason.

This includes flextime without core time, as well as work-from-home arrangements, which have now become well established. The scheme offers a high degree of flexibility, allowing employees with childcare or nursing-care responsibilities to work at different times of the day and for shorter periods by combining the shortened work hours program with flextime

On top of these system-related initiatives, effort has also focused on shaping positive attitudes through an ongoing training program for supervisors with staff who are raising children, to ensure proper follow-up care by supervisors. We also encourage male employees to participate in parenting and post information on our intranet that explains the benefits of childcare leave for male employees and how the system works. As a result of these efforts, the percentage of males taking childcare leave is on an increasing trend. We seek to establish an environment that supports childcare leave and promote its understanding by measures such as holding in-house briefings in accordance with the revision of the Child Care and Family Care Leave Law as well as extending the eligibility of special leave for spouse's childbirth (three days of paid leave) to cover the period before and after the expected due date and not just after childbirth.

Schemes to remotivate employees returning to work from childcare leave include discussion meetings prior to resuming work to help alleviate anxiety being faced by returning employees, and allowing employees interested in improving their skills while on leave to use the personal development program. Those who return to work prior to their child's first birthday may take two 30-minute nursing breaks per day, with pay, up to the day before the child turns one year old.

To assist employees raising children, there are 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 company employees, and we have also signed up with a childcare service provider.

In recognition of these initiatives, the Tokyo Labor Bureau of the Ministry of Health, Labour and Welfare rated INPEX highly over the FY2018–2020 period as a company that supports its employees to balance work with child-rearing, awarding us the next-generation certification known as Kurumin for a fourth time.

We also support a balance of work and nursing-care responsibilities by flexibly applying rules relating to nursing-care leave for those with elderly parents, even if they are not officially certified care recipients.

- ① In Japan, the law allows employees—who may or may not be a child's main caregiver—to take childcare leave up to the day before a child's first birthday (and up to the child's second birthday if childcare facilities cannot be used and the company agrees). Furthermore, childcare leave may be taken for a child less than one year and two months of age if a person who is not a child's main caregiver takes leave at the same time as the main caregiver. During childcare leave, the public employment security office pays 67% or 50% of regular monthly salary as childcare allowance. Separate from this childcare allowance, we go beyond the legal requirement and pay 20% of an employee's salary during childcare leave. In October 2022, measures were introduced in Japan to encourage male employees to participate in parenting, such as parental leave (up to four weeks within the first eight weeks after childbirth, which can be taken in up to two installments) and allowing childcare leave to be taken in up to two installments.
- ② A maximum of 10 days if there are two or more eligible children

Promotion of Health and Productivity Management

/ INPEX Group Health Statement

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

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

/ Approach to Health and Productivity Management

Under the leadership of the President & CEO as Chief Health Officer, we are working with our labor union, health insurance union, and medical officers to maintain and improve the health of our employees and their families and to create a healthy workplace. For this purpose, we have set up Health Management Committee. The Committee meets regularly to identify employee health issues and consider relevant solutions, while implementing ongoing improvements through the PDCA cycle. To improve the expertise of the Committee, our head office medical officers are also members.

/ Health Management Committee

Health Management Committee					
	(Vice-chair)	(Chair)	(Vice-chair)		
Members	Director in Charge of HSE	Head of General Administration Division	Head of Corporate Strategy & Planning Division	Head of Domestic Energy Supply & Marketing Division	Head of Domestic Exploration and Production Division
	General Manager, HSE Unit	General Manager, Human Resources Unit	General Manager, Corporate Strategy & Planning Unit	General Manager, Administration Unit, Domestic Energy Supply & Marketing Division	General Manager, Planning & Coordination Administration Unit
	Labor union	Health insurance union	Headquarters medical officer		
Secretariat	HR Unit	Public health nurse			

1 Committee inauguration date: Same as date of establishing rules to promote health as a management issue (September 26, 2018)

2 Frequency of committee meetings: at least once a year

3 Agenda items:

1. Issues relating to employee health and required countermeasures
2. Groundwork for treatment of health as a management issue, steps to improve the workplace environment
3. Specific measures to address employee mental and physical health
4. Review effectiveness of measures to maintain and improve health
5. Other important matters relating to maintaining and improving health

/ Measures to Maintain and Improve Health

We believe that health maintenance is a material issue for management. The INPEX Group Health Statement declares that the Company will maintain and improve the physical and mental health of employees as well as their families, and aims to build a vibrant corporate culture by creating a work environment to maximize the potential of all employees. We have established a centralized database to manage the results of employee health checks, and have stationed health nurses on a permanent basis at our head office and at operational locations with more than a certain number of employees. There is much collaboration between medical staff at different locations as part of a systematic approach to mental and physical health management.

To maintain and improve the health of employees, we have implemented a range of measures, such as: 100% participation in annual health checks; measures related to mental health and overwork; establishment of separate smoking areas; introduction of health apps; and health promotion events. To further these initiatives, we have 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.

Employees posted to positions outside Japan are provided with immunization against infectious diseases and annual health checks in Japan. They also receive information on medical care in their assigned localities, and are covered by emergency transportation arrangements, which include international transportation in case of injury or sickness.

Taking a medium- to long-term perspective on health, in FY2022, we developed the INPEX Health Management Strategy Map and INPEX 7 Health Actions, and are monitoring the degree of implementation and effectiveness of health

measures to improve the overall health levels in the Company. Through initiatives such as these, we aim to create a vibrant corporate culture by reducing the incidence of disorders caused by stress or poor physical condition.

/ Mental Health Initiatives

We conduct employee stress checks once a year to ascertain the mental and physical condition of each employee, and analyze the organizational environment to enable workplace improvements. The checks allow us to monitor the mental health of employees at regular intervals, with a high 93% of employees completing the check in FY2022.

For those with mental health issues, the primary physician, medical officers, health nurse, HR department, and the employee's supervisor work together to provide follow-up care while the employee is on leave and after their return to work.

To prevent employees from feeling isolated during the drawn-out COVID-19 pandemic, in FY2022 we: provided education on psychological safety to new graduates during their orientation training; offered an external employee assistance program (EAP) that allows employees to seek consultation when feeling mentally or physically unwell; and conducted weekly pulse surveys. We also enabled access to mental health counselors to employees stationed overseas and their accompanying family members. The system under which trainees receive operational guidance and emotional support from older workers—referred to as “mentors” (for first-year office workers and first- and second-year technical employees) and as “supporters” (for second- and third-year office workers)—is now well established.

/ Initiatives to Tackle Health Issues

We conduct a variety of initiatives to support the health of our employees.

For health checks, there are various measures in place to allow employees to receive regular examinations and understand and apply the results in their daily lives, such as workplace health checks, financial assistance for complete medical examinations and cancer screenings, and receipt of health check results from medical officers. Regarding infectious diseases, we also offer financial assistance for influenza vaccinations.

In addition to health checks before and during overseas assignments for applicable employees and their families, we strive to alleviate their health concerns and maintain their health. These initiatives include familiarizing everyone with overseas medical risks, such as sharing and bringing attention to the risk of infection from malaria and Zika virus. We also provide vaccinations before overseas assignments as well as bear the costs of health checks and such when they return temporarily to home.

Furthermore, we are striving to create work environments that allow employees with cancer or other serious diseases or complaints to balance treatment and work, such as through our newly established sick leave system and flexibility in workstyles (extension of shorter working hours, shortened working hours for flextime work, and selecting the number of working days per week).

/ Performance for Health and Productivity Management

FY2022 Performance

<Health Management Committee Meetings>

- Two meetings, on June 2, 2022 and December 13, 2022

<Major Initiatives for Health and Productivity Management>

- Formulation of the INPEX Health Management Strategy Map
- Formulation of the INPEX 7 Health Actions
- Established a three-year plan to achieve no smoking at all during working hours at all offices
- Introduction of a total health support plan that combines online health seminars with smoothie deliveries to improve diets by addressing the skipping of breakfast and a shortage of vegetable intake

<Status and Verification of Effectiveness of Health and Productivity Management Initiatives>

/ <Status and Verification of Effectiveness of Health and Productivity Management Initiatives>

Boundary		FY2020	FY2021
Encouraging health actions	Installation of health support app (%)	19.1	20.0
	Participation in health events (%)	6.7	3.8
	Participation in online health seminars (%; from FY2022)	—	—
Preventing aggravation of lifestyle-related diseases	Participation in specified health guidance (%)	9.8	23.7
	Participation in periodic health checks (%)	100.0	100.0
	Participation in follow-up health checks (%)	66.9	79.6
	Rate of health checks for employees on overseas assignments during temporary return to Japan (%)	40.0	51.7
	Number of applications for financial assistance for cancer screening	21	17
	Number of sick leave cases (from FY2022)	—	—
	Number of employees who took sick leave	4	0

Boundary		FY2020	FY2021
	Rate of employees who smoke(%)	15.1	16.3
	Rate of employees who maintain appropriate weight (%)	69.4	70.5
	Rate of employees who regularly exercise (%)	28.7	36.3
	Rate of employees who feel sufficiently rested after sleep (%)	81.7	81.0
	Rate of employees who regularly consume alcohol (%)	18.9	17.9
	Rate of employees with blood-pressure risk (%)	0.4	0.2
	Rate of employees with potential risk related to blood-sugar level (%)	0.2	0.2
	Rate of employees with poorly controlled diabetes (%)	0.4	0.5
Measures for mental health	Participation in self-checks (%)	23.1	18.2
	Participation in seminars regarding care by management or self-care (%)	—	—
	Participation in organizational diagnosis (%)	94.5	91.3
	Stress reaction (deviation)	53.2	50.6
	Work engagement (deviation)	51.4	52.0
	Rate of employees with high levels of stress (%)	6.0	6.3
	Rate of employees with high levels of engagement (%)	12.8	14.7
	Absenteeism (days)	0.8	1.1
	Presenteeism (points)	62.9	64.6
	Number of employees on long-term absence/leave due to mental issues	15	17

Boundary		FY2020	FY2021
	Number of cases received by various consultation desks	241	222
Promoting work-life balance	Average hours of overtime work	21.3	22.6
	Total number of employees with more than 45 hours of overtime work in a month	1,398	1,413
	Total number of employees with more than 80 hours of overtime work in a month	77	69
	Rate of taking leave (%)	65.0	66.5
	One-on-one meetings (%; from FY2022)	—	—
	Use of financial assistance for various club activities (%)	12	17
	Use of outsourced welfare services (%)	51.0	51.5

List of Other Measures for Maintaining and Improving Health

<General Health Measures>

- Establishment of infirmary/health management room (medical officer/public health nurse/nurse)
- Establishment of health consultation desk
- Support for requirements against lifestyle-related diseases
- Financial assistance for health checks
- Medical officer consultation based on result of health check
- Health-related seminars
- Stretching and yoga sessions for stiff shoulders and lower back pain
- Morning warm-up sessions (before work)
- Welfare activities
- Promotion of contracted sports facility use
- Provision of in-house influenza vaccinations or financial subsidy
- Treatment of time required for vaccination as working time

/ Recognition under Health & Productivity Stock Selection and Certified Health & Productivity Management Outstanding Organizations Recognition Program in 2023

In 2023, we were recognized for the fourth consecutive year under the resources category of the Health & Productivity Stock Selection program jointly operated by the Japanese Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. We were also acknowledged for the fifth consecutive year as a 'White 500' enterprise in the large enterprise category of the Certified Health & Productivity Management Outstanding Organizations Recognition Program. The Health & Productivity Stock Selection program selects publicly listed companies for exceptional performance in their strategic approach to employee health and productivity management ^① from a management perspective. White 500 enterprises are jointly recognized by METI and the Japan Health Council (Nippon Kenko Kaigi) as enterprises making outstanding efforts to address health and productivity management.

We were recognized for our efforts to identify and tackle employee health issues, and for the specific measures we have taken to create a basic framework for health and productivity management and to boost the mental and physical health of our employees.

^① Health and productivity management: A registered trademark of the Workshop for the Management of Health on Companies and Employees



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Environment

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

/ Climate Change <Target Management>

Item			Boundary	FY2020	FY2021	FY2022	Unit
Direct GHG Emissions (Scope 1)* ^{1, 2} ✓			Equity Share ⁴	7,328	7,302	6,839	thousand tons-CO ₂ e
Indirect GHG emissions (Scope 2)* ^{1, 2} ✓				148	136	69	
Net Carbon Intensity ³				35	33	28	kg-CO ₂ e/boe
Indirect GHG Emissions (Scope 3) ¹	Category 1	Purchased Goods and Services ⁵	Operational Control ⁶	83	376	686	thousand tons-CO ₂ e
	Category 4&9	Upstream/Downstream Transportation and Distribution ⁷	Equity Share ⁴	142	n/c	n/c	
	Category 11	Use of Sold Products ⁵ ✓		77,080	77,805	84,310	
Methane Emissions Intensity			Operational Control ⁶	0.07	0.04	0.05	%

* Of the equity share emissions in 2022, we have obtained third-party verification for Scope 1 emissions 4,287 thousand tons ✓ and Scope 2 emissions 48 thousand tons ✓ from the production projects where INPEX takes the operator role as of December 31, 2022, and from INPEX headquarters and technical research center.

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

1 Scope 1: Direct emissions from resources owned or controlled by the reporting company

Scope 2: Indirect emissions from the consumption of electricity, steam, heat and cooling purchased by the reporting company

Scope 3: All indirect emissions that occur in the value chain of the reporting company

2 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

3 Net carbon intensity includes offset. The basic unit described here shows the GHG emissions of heat production rate per consolidated production of oil and natural gas.

4 The total amount of emissions corresponds to the net economic share of each production project. "5 Category 1: Total volume of contractor emissions and upstream emissions from the production of purchased goods. Category 11: The emissions are calculated by multiplying the total sales volume of crude oil, natural gas and LPG by CO₂/CH₄/N₂O emission factor under the assumption that all amounts of crude oil, natural gas and LPG are combusted. The emissions are calculated from 2006 IPCC Guidelines for National Greenhouse Gas Inventories emissions factors."

6 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas.

7 From 2021, this data is included in Scope 1.

/ Renewable Energy


Boundary	Item		FY2020	FY2021	FY2022	Unit
Consolidated	Electricity Generated Using Renewable Energy ¹	Geothermal	n/c	n/c	425,372	MWh
		Wind	n/c	n/c	313,240	
		Solar	n/c	n/c	5,647	
		Total	371,998	396,390	744,259	
	Total Investment in Renewable Energy ²		473	5,151	79,836	million yen

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

1 Sustainability Report 2022 (issued on June 30, 2023) uses data on electricity sold. The breakdown of this item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

2 Only the amount of total investment in Japan is disclosed in 2020 data.

/ HSE <Environmental Data>

Boundary	Item				FY2020	FY2021	FY2022	Unit
Operational Control ¹	Direct GHG Emissions (Scope 1) 2, 3	Emissions Source	Domestic 	Energy Use	151	168	165	thousand tons-CO ₂ e
				Flaring	11	13	7	
				Other Ventings & Fugitives	11	11	7	
				Raw-CO ₂ Venting	152	116	91	

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas. "2 Scope 1: Direct emissions from resources owned or controlled by the reporting company Scope 2: Indirect emissions from the consumption of electricity, steam, heat and cooling purchased by the reporting company Scope 3: All indirect emissions that occur in the value chain of the reporting company"

3 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

4 The data is calculated in accordance with the laws and regulations of each country (including the Act on the Rational Use of Energy [Energy Conservation Act] in Japan).

5 Domestic: VOC emissions are calculated using the "PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc." published by the Petroleum Association of Japan. Overseas: The emissions are calculated in accordance with the laws and regulations of each country.

6 The definition of hazardous wastes are in accordance with the laws of each country. Within Japan, "specially controlled industrial wastes" as stipulated in the Act on Waste Disposal and Public Cleansing are set as "hazardous wastes" and other wastes (including "industrial wastes" and "municipal waste") are set as "non-hazardous wastes."

7 Since general waste discharge volume by disposal category is uncertain, the entire discharge volume of general waste has been included in the final disposal amount.

Boundary	Item		FY2020	FY2021	FY2022	Unit
	Overseas ✓	Energy Use	3,239	3,176	3,081	
		Flaring	1,501	766	530	
		Other Ventings & Fugitives	96	48	67	
		Raw-CO ₂ Venting	2,469	2,359	2,390	
Gas Types	Domestic ✓	CO ₂	308	293	263	
		CH ₄	16	14	8	
		N ₂ O	0.03	0.03	0.03	
	Overseas ✓	CO ₂	7,077	6,232	5,903	
		CH ₄	213	108	159	
		N ₂ O	15	9	6	
	Total		7,630	6,656	6,339	
Indirect GHG emissions (Scope 2) ^{2, 3}	Domestic ✓		44	44	48	
	Overseas ✓		1	1	1	
	Total		45	45	48	
Energy Consumption ⁴	Domestic ✓	Fuels (oil, natural gas, etc.)	2,953	4,029	3,211	
		Purchased Electricity and Heating	700	727	766	TJ

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas. ² Scope 1: Direct emissions from resources owned or controlled by the reporting company Scope 2: Indirect emissions from the consumption of electricity, steam, heat and cooling purchased by the reporting company Scope 3: All indirect emissions that occur in the value chain of the reporting company"

3 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

4 The data is calculated in accordance with the laws and regulations of each country (including the Act on the Rational Use of Energy [Energy Conservation Act] in Japan).

5 Domestic: VOC emissions are calculated using the "PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc." published by the Petroleum Association of Japan. Overseas: The emissions are calculated in accordance with the laws and regulations of each country.

6 The definition of hazardous wastes are in accordance with the laws of each country. Within Japan, "specially controlled industrial wastes" as stipulated in the Act on Waste Disposal and Public Cleansing are set as "hazardous wastes" and other wastes (including "industrial wastes" and "municipal waste") are set as "non-hazardous wastes."

7 Since general waste discharge volume by disposal category is uncertain, the entire discharge volume of general waste has been included in the final disposal amount.

Boundary	Item		FY2020	FY2021	FY2022	Unit
	Overseas	Fuels (oil, natural gas, etc.)	62,501	61,121	60,955	
		Purchased Electricity and Heating	13	6	6	
	Total		66,168	65,883	64,938	
Emissions to the Atmosphere	VOC ⁵	Domestic ✓	394	417	358	
		Overseas	8,969	5,450	3,939	
		Total	9,362	5,867	4,297	
	NOx	Domestic ✓	119	147	120	
		Overseas	4,042	3,837	3,867	tons
		Total	4,160	3,984	3,987	
	SOx	Domestic ✓	5	5	5	
		Overseas	1,589	2,317	1,003	
		Total	1,594	2,322	1,008	
	Fresh Water Consumption	Domestic ✓				
		Tap Water	190,420	163,850	145,445	
		Water for Industrial Use	178,754	177,457	123,310	
		Groundwater and Surface Water	626,584	846,508	787,798	m ³
	Total		995,758	1,187,815	1,056,553	

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas. "2 Scope 1: Direct emissions from resources owned or controlled by the reporting company Scope 2: Indirect emissions from the consumption of electricity, steam, heat and cooling purchased by the reporting company Scope 3: All indirect emissions that occur in the value chain of the reporting company"



3 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

4 The data is calculated in accordance with the laws and regulations of each country (including the Act on the Rational Use of Energy [Energy Conservation Act] in Japan).

5 Domestic: VOC emissions are calculated using the "PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc." published by the Petroleum Association of Japan. Overseas: The emissions are calculated in accordance with the laws and regulations of each country.

6 The definition of hazardous wastes are in accordance with the laws of each country. Within Japan, "specially controlled industrial wastes" as stipulated in the Act on Waste Disposal and Public Cleansing are set as "hazardous wastes" and other wastes (including "industrial wastes" and "municipal waste") are set as "non-hazardous wastes."

7 Since general waste discharge volume by disposal category is uncertain, the entire discharge volume of general waste has been included in the final disposal amount.

Boundary	Item		FY2020	FY2021	FY2022	Unit
	Overseas	Tap Water	601,730	635,373	528,329	
		Water for Industrial Use	0	0	0	
		Groundwater and Surface Water	40,511	388,016	672,156	
		Total	642,241	1,023,389	1,200,485	
	Total	-	1,637,999	2,211,204	2,257,038	
	Domestic 	Discharged into Public Water Areas	102,186	110,350	100,174	
		Injection Return to Groundwater	385,322	340,570	303,709	
		Total	487,508	450,920	403,883	
	Overseas	Discharged into Public Water Areas	411,356	357,833	426,946	
		Injection Return to Groundwater	916,546	356,606	503,023	
		Total	1,327,902	714,439	929,969	
	Total		1,815,410	1,165,360	1,333,852	
Waste ⁶	Domestic 	Non-hazardous Waste (Recycle)	1,249	2,168	2,006	tons
		Non-hazardous Waste (Final disposal)	601	3,473	4,618	

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5 Domestic: VOC emissions are calculated using the "PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc." published by the Petroleum Association of Japan. Overseas: The emissions are calculated in accordance with the laws and regulations of each country.

6 The definition of hazardous wastes are in accordance with the laws of each country. Within Japan, "specially controlled industrial wastes" as stipulated in the Act on Waste Disposal and Public Cleansing are set as "hazardous wastes" and other wastes (including "industrial wastes" and "municipal waste") are set as "non-hazardous wastes."

7 Since general waste discharge volume by disposal category is uncertain, the entire discharge volume of general waste has been included in the final disposal amount.

Boundary	Item	FY2020	FY2021	FY2022	Unit
	Hazardous Waste (Recycle)	0	0	0	
	Hazardous Waste (Final disposal)	760	1,811	9,109	
	Total	2,610	7,453	15,734	
	Overseas Non-hazardous Waste (Recycle)	3	0	0	
	Non-hazardous Waste (Final disposal)	7,765	34,512	29,326	
	Hazardous Waste (Recycle)	0	0	0	
	Hazardous Waste (Final disposal)	0	0	0	
	Total	7,768	34,512	29,326	
	Total	-	10,377	41,964	45,059
	Oil Spills				
	Number of Spills	4	1	0	cases
	Quantity of Spills 	814	0.06	0	bbl

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3 The emissions are calculated in accordance with local laws and regulations and rules for HSE-related data.

4 The data is calculated in accordance with the laws and regulations of each country (including the Act on the Rational Use of Energy [Energy Conservation Act] in Japan).

5 Domestic: VOC emissions are calculated using the "PRTR Release and Transfer Calculation Manual for Oil Refineries and Oil Storage Depots, etc." published by the Petroleum Association of Japan. Overseas: The emissions are calculated in accordance with the laws and regulations of each country.

6 The definition of hazardous wastes are in accordance with the laws of each country. Within Japan, "specially controlled industrial wastes" as stipulated in the Act on Waste Disposal and Public Cleansing are set as "hazardous wastes" and other wastes (including "industrial wastes" and "municipal waste") are set as "non-hazardous wastes."

7 Since general waste discharge volume by disposal category is uncertain, the entire discharge volume of general waste has been included in the final disposal amount.

/ HSE <Environmental Investment>

Boundary	Item	FY2020		FY2021		FY2022		Unit
		CAPEX	OPEX	CAPEX	OPEX	CAPEX	OPEX	
Operational Control ¹	Global warming prevention (including energy saving)	751,138	2,681	200,771	425,140	45,150	273,680	thousand Yen
	Conservation of air quality	99,356	20,850	98,586	6,930	148,067	8,275	
	Conservation of soil and groundwater environment	156,419	57,980	170,831	0	216,800	0	
	Conservation of water quality	0	58,950	15,800	101,227	0	228,181	
	Waste management	0	352,500	310	646,457	471,389	701,701	
	Project management	0	63,225	3,900	66,466	303,763	308,881	
	Monitoring environmental impact / Conservation of soil and groundwater environment (Onshore)	121,900	29,031	46,375	57,527	40,625	63,152	
	Monitoring environmental impact / Conservation water quality (Onshore)							
	Monitoring environmental impact / Conservation water quality (Offshore)	0	25,365	2,485	27,305	2,590	12,114	
	Monitoring environmental impact / Project management (Offshore)							
	Monitoring environmental impact / Biodiversity conservation	0	44,320	0	165,062	21,181	207,348	
	Total	1,128,813	654,902	539,058	1,496,115	1,249,565	1,803,332	
Grand Total		1,783,715		2,035,173		3,052,897		

¹ HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas.

Social

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

/ Compliance

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Japan, Australia, Indonesia, Norway, U.S.	Number of Internal Reports	Japan	8	8	11	cases
		Australia	1	0	0	
		Indonesia ¹	62	36	22	
		Norway	0	0	0	
		U.S.	2	0	1	
Japan	Breakdown of whistleblower reports ²	Corruption or Bribery	n/c	n/c	0	cases
		Antimonopoly or competition laws violation	n/c	n/c	0	
		Fraudulent accounting treatments	n/c	n/c	0	
		Human rights, Discrimination or Harassment	n/c	n/c	10	
		Work condition	n/c	n/c	1	
		Customer Privacy Data	n/c	n/c	0	
		Conflicts of Interest	n/c	n/c	0	

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

¹ The number of internal reports in Indonesia includes consultations on the procedures for ABC (anti-bribery and anti-corruption) measures.

² This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

³ The data includes the number of participants in training at overseas locations excluding Australia and Indonesia.

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
		Money Laundering or Insider trading	n/c	n/c	0	
		Other	n/c	n/c	1	
Japan	Human Rights Training (provided for new employees)	Attendance Ratio	100	100	100	%
		Training Hours	16	13	26	hours
Japan, Australia, Indonesia	Anti-Bribery and Anti-Corruption (ABC) Training	Japan ³	106	282	127	
		Australia	845	864	1,103	persons
		Indonesia	176	178	116	


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

1 The number of internal reports in Indonesia includes consultations on the procedures for ABC (anti-bribery and anti-corruption) measures.

2 This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

3 The data includes the number of participants in training at overseas locations excluding Australia and Indonesia.

/ HSE <Health & Safety>

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Operational Control ¹	Incident Frequency	LTIR ²	By Contract 	Employees		
				0.31	0.31	0.31
				0.20	0.42	0.23
		Total		0.26	0.38	0.27
		By Region		0.23	0.00	0.39
				0.23	0.00	0.39
				n/c	n/c	17.64
				0.17	0.64	0.12


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

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas.

2 The rate of injuries resulting in fatalities or lost time per million hours worked (LTIF: Lost Time Injury Frequency).

3 Noway data is is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

4 The rate of recordable injuries (fatalities, lost time, restricted workdays, and medical treatment) per million working hours (TRIR: Total Recordable Injury Rate).

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
		Indonesia	0.00	0.00	0.00	
		UAE	12.58	0.00	0.00	
		U.S.	0.00	0.00	0.00	
TRIR ⁴	By Contract 	Employees	0.92	1.40	1.24	
		Contractors	3.91	3.91	3.51	
		Total	2.24	2.90	2.54	
	By Region	Japan	1.37	0.00	2.16	
		Norway ³	n/c	n/c	17.64	-
		Australia	2.90	4.89	3.08	
		Indonesia	0.00	0.00	0.00	
		UAE	12.58	0.00	0.00	
		U.S.	0.00	0.00	1.51	
	By Contract	Employees	0	0	0	
		Contractors	0	0	0	
		Total	0	0	0	
	By Region	Japan	0	0	0	persons
		Norway ³	n/c	n/c	0	
		Australia	0	0	0	
		Indonesia	0	0	0	
Fatalities	By Contract	Employees	0	0	0	
		Contractors	0	0	0	
		Total	0	0	0	
	By Region	Japan	0	0	0	persons
		Norway ³	n/c	n/c	0	
		Australia	0	0	0	
		Indonesia	0	0	0	

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

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas.

2 The rate of injuries resulting in fatalities or lost time per million hours worked (LTIF: Lost Time Injury Frequency).

3 Norway data is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

4 The rate of recordable injuries (fatalities, lost time, restricted workdays, and medical treatment) per million working hours (TRIR: Total Recordable Injury Rate).

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
		UAE	0	0	0	
		U.S.	0	0	0	
Lost Time Injury	By Contract	Employees	2	2	2	
		Contractors	1	4	2	
		Total	3	6	4	
	By Region	Japan	1	0	2	
		Norway ³	n/c	n/c	1	cases
		Australia	1	6	1	
		Indonesia	0	0	0	
		UAE	1	0	0	
		U.S.	0	0	0	
Restricted Workday Injury	By Contract	Employees	0	6	3	
		Contractors	15	25	13	cases
		Total	15	31	16	
Medical Treatment of Injury	By Contract	Employees	4	1	3	
		Contractors	4	8	15	cases
		Total	8	9	18	

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

1 HSE data are reported on an operational control basis including Head office, Technical Research Center, overseas offices and Operational Organizations in Japan and overseas.

2 The rate of injuries resulting in fatalities or lost time per million hours worked (LTIF: Lost Time Injury Frequency).

3 Norway data is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

4 The rate of recordable injuries (fatalities, lost time, restricted workdays, and medical treatment) per million working hours (TRIR: Total Recordable Injury Rate).

/ Local Communities

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Consolidated	Social Investment	Education and Fostering Future Generations	530	539	727	million yen
		Support for Local Communities	1,347	1,043	1,400	
		Health, Medicine and Sports	49	56	82	
		Support for Disaster-affected Areas	79	5	393	
		Environment	137	286	326	
		Culture and Arts	7	13	72	
		Others	47	71	46	
		Total	2,196	2,013	3,045	
	Percentage of Senior Executives Appointed from Local Communities ¹	Jakarta office	61.5	66.7	66.7	%
		Perth and Darwin office	73.3	73.5	75.0	
		Total	69.8	71.7	73.2	

¹ Executive management designates the managerial positions at senior manager grade or higher.

/ Human Capital <Employment>

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Consolidated	Overall Employees	By Gender				
		Male				
		(Figures in parentheses)				
		General Employees	1,767 (75.8)	1,785 (75.9)	1,880 (75.3)	persons %

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

¹ Overall Employees by nationality is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

² Those whose nationality is unknown are included.

³ London office data is included.

⁴ Calculated based on the number of voluntary resignees.

⁵ Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare.

⁶ Fixed-term employees are not included.

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
	denote the ratio)	Managerial Employees	787 (94.6)	793 (94.9)	817 (94.3)	
		Total	2,554 (80.7)	2,578 (80.8)	2,697 (80.2)	
	Female	General Employees	564 (24.2)	568 (24.1)	618 (24.7)	
		Managerial Employees	45 (5.4)	43 (5.1)	49 (5.7)	
		Total	609 (19.3)	611 (19.2)	667 (19.8)	
	Total		3,163	3,189	3,364	
By Employment Contract	Permanent Employees	Male	2,554	2,578	2,697	
		Female	609	611	667	
		Total	3,163	3,189	3,364	persons
	Temporary Employees	Male	387	333	313	
		Female	130	102	98	
		Total	517	435	411	
	Japan	Permanent Employees	1,776	1,789	1,777	
		Temporary Employees	198	206	212	persons
		Total	1,974	1,995	1,989	
By Region	Asia and Oceania	Permanent Employees	1,153	1,213	1,327	

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

1 Overall Employees by nationality is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

2 Those whose nationality is unknown are included.

3 London office data is included.

4 Calculated based on the number of voluntary resignees.

5 Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare.

6 Fixed-term employees are not included.

Boundary	Item	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
	Temporary Employees	238	187	149	
	Total	1,391	1,400	1,476	
Eurasia	Permanent Employees	38	35	95	
	Temporary Employees	9	9	12	
	Total	47	44	107	
Middle East and Africa	Permanent Employees	93	97	109	
	Temporary Employees	19	28	36	
	Total	112	125	145	
Americas	Permanent Employees	103	55	56	
	Temporary Employees	53	5	2	
	Total	156	60	58	
By Nationality ¹	Japanese	n/c	n/c	2,021	
	Australian	n/c	n/c	1,003	
	Indonesian	n/c	n/c	46	persons
	U.S citizens	n/c	n/c	28	
	Norwegian	n/c	n/c	51	

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² Those whose nationality is unknown are included.

³ London office data is included.

⁴ Calculated based on the number of voluntary resignees.

⁵ Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare.

⁶ Fixed-term employees are not included.

Boundary	Item		FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
		UK citizens	n/c	n/c	57	
		Others ²	n/c	n/c	158	
Unconsoli- dated	Employees ³	Male	1,079	1,093	1,062	
		Female	285	287	287	
		Total	1,364	1,380	1,349	
	Average Length of Service	Male	14.9	14.9	14.5	
		Female	11.1	10.0	10.5	years
		Total	14.1	13.8	13.7	
	Number of Staff Turnovers	Male	29 and under	10	5	3
			30-60	17	16	22
			Total	27	21	25
		Female	29 and under	3	5	7
			30-60	6	5	5
			Total	9	10	12
		Total Number of Staff Turnovers		36	31	37
		Staff Turnover Rate ⁴		2.65	2.25	2.75
						%
	Recruitment Process	New Graduate Hires	Male	38	29	28
			Female	18	10	11
			Total	56	39	39

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2 Those whose nationality is unknown are included.

3 London office data is included.

4 Calculated based on the number of voluntary resignees.

5 Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare.

6 Fixed-term employees are not included.

Boundary	Item	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
	Mid-career Hires				
	Male	16	17	38	
	Female	5	4	3	
	Total	21	21	41	
	Category of Employee				
	Managerial Employees	5	8	12	
	General Employees	16	13	29	
	Age				
	40s and over	5	6	10	
	30s	13	11	22	
	Teens and 20s	3	4	9	
	Ratio of Standard Minimum Salary to Local Minimum Wage ⁵	1.08	1.05	1.04	times
	Number of Employees Working under Re-employment Contracts	22	27	38	persons
	Labor Union Participation Rate ⁶	61.3	60.7	59.7	%

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

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2 Those whose nationality is unknown are included.

3 London office data is included.

4 Calculated based on the number of voluntary resignees.

5 Data source of "Local Minimum Wage": Japanese Ministry of Health, Labour and Welfare.

6 Fixed-term employees are not included.

/ Human Capital <Work-life Balance>

Boundary	Item	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Apr. 2022- Mar. 2023	Unit
Unconsoli- dated	Monthly Average of Overtime Work	21.3	22.6	22.9	hours
	Average Days of Paid Leave Taken () Average Rate of Paid Leave Taken ¹	11.9 (63.1)	12.9 (68.3)	13.2 (70.9)	
	Female	12.5 (71.5)	14.3 (76.0)	15.3 (81.7)	days %
	Total	12.0 (65.0)	13.2 (69.8)	13.7 (73.2)	
	Rate of Receipt of Physical Examinations and Checkups	100	100	100	%
	Number of Employees Taking Maternity Leave	20	17	16	persons
	Number of Employees Taking Advantage of Parental Leave System ²				
	Male				
	Number of Employees ³	24	29	38	persons
	Rate of those taking parental leave ⁴	n/c	n/c	70.4	%
	Rate of those returning to work ⁵	100	100	100	%
	Retention Rate ⁶	100	95	96.7	
	Female				
	Number of Employees ³	26	36	16	persons
	Rate of those taking parental leave ⁴	n/c	n/c	100	%
	Rate of those returning to work ⁵	100	91.7	82	%

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

1 Data includes some fixed-term employees.

2 In accordance with internal regulations, employees have the right to apply for parental leave if they wish for the purpose of childcare under the age of one year.

3 The cumulative number. From 2022, Only the first parental leave taken is counted accordance with the calculation method for rate of those taking parental leave.

4 This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023)

5 The rate of employees returning to work from parental leave is the number of returned employees in the current fiscal year divided by the number of employees expected to return in the current fiscal year multiplied by 100.

6 The retention rate of employees having returned to work from parental leave is the total number of employees retaining employment 12 months after return from leave divided by the number of employees returning to work in the previous fiscal year multiplied by 100.

Boundary	Item	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Apr. 2022- Mar. 2023	Unit
	Retention Rate ⁶	100	87.5	83.3	
Total	Number of Employees ³	50	65	54	persons
	Rate of those returning to work ⁵	100	97.6	92.7	%
	Retention Rate ⁶	100	93	92.9	
Number of Employees Taking Advantage of Shortened Working Hours for Childcare, and Flextime Work System	Male	3	3	4	persons
	Female	33	37	48	%
	Total	36	40	52	
Number of Employees Taking Child Healthcare Leave	Male	24	38	25	
	Female	33	44	51	persons
	Total	57	82	76	
Number of Employees Taking Advantage of Childcare, Nursery, and Babysitter Subsidies	Male	53	53	48	
	Female	26	25	30	persons
	Total	79	78	78	
Number of Employees Taking Advantage of Nursing Care Leave System	Male	0	1	1	
	Female	0	0	0	persons
	Total	0	1	1	

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

1 Data includes some fixed-term employees.

2 In accordance with internal regulations, employees have the right to apply for parental leave if they wish for the purpose of childcare under the age of one year.

3 The cumulative number. From 2022, Only the first parental leave taken is counted accordance with the calculation method for rate of those taking parental leave.

4 This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023)

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Boundary	Item	Apr. 2020- Mar. 2021	Apr. 2021- Mar. 2022	Apr. 2022- Mar. 2023	Unit
	Number of Employees Taking Advantage of Shortened Working Hours for Nursing Care System				
	Male	0	0	0	
	Female	1	0	1	persons
	Total	1	0	1	
	Number of Employees Taking Special Leave for Family Care				
	Male	14	15	17	
	Female	8	15	15	persons
	Total	22	30	32	
	Number of Employees with Disabilities (Figures in parenthesis denote the percentage in total employment)	39 (2.4)	43 (2.7)	44 (2.9)	persons %
	Number of Employees Utilizing Volunteer Leave System	2	7	7	persons

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

1 Data includes some fixed-term employees.

2 In accordance with internal regulations, employees have the right to apply for parental leave if they wish for the purpose of childcare under the age of one year.

3 The cumulative number. From 2022, Only the first parental leave taken is counted accordance with the calculation method for rate of those taking parental leave.

4 This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023)

5 The rate of employees returning to work from parental leave is the number of returned employees in the current fiscal year divided by the number of employees expected to return in the current fiscal year multiplied by 100.

6 The retention rate of employees having returned to work from parental leave is the total number of employees retaining employment 12 months after return from leave divided by the number of employees returning to work in the previous fiscal year multiplied by 100.

/ Human Capital <Human Resource Development>

Boundary	Item	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Unconsolidated¹	Number of Participants in Training Programs				
	Level-specific Training	439	811	1,031	
	Career Design Training				
	For age 55	159	41	n/c	persons
	For age 50 ³	n/c	n/c	249	
	For age 40	31	73	46	

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

1 Some consolidated data is included.

2 Employees of subsidiaries in Australia

3 This Training is new since FY022.

Boundary	Item			FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
			For age 30	59	108	60	
			Business Knowledge Training	651	500	157	
			Overseas and Domestic Business- Practice Training	59	27	44	
			Study Overseas Program	7	5	5	
Unconsolidated ¹	Training Hours per Person	By Gender	Male ³	69.6	70.6	72.8	hours/ persons
			Female ³	32	42	65.9	
		By Country	Japan ³	61.8	64.8	71.4	
			Australia	35.8	43.2	47.6	
Australia ²							
Unconsolidated + Australia		Total		51.1	55.6	60.3	
Unconsolidated ¹	Training Cost per Person	By Gender	Male ³	171,158	163,344	184,600	yen
			Female ³	74,449	60,772	164,019	
		By Country	Japan ³	151,046	142,360	180,251	
			Australia	284,333	268,261	397,996	
Australia ²							
Unconsolidated + Australia		Total		206,092	196,085	281,216	
Unconsolidated ¹	Employees who Seek Personal and Career Development Reviews Regularly	By Gender	Male	100	100	100	%
			Female	100	100	100	
			Total	100	100	100	
		Category of Employee	Managerial Employees	100	100	100	
			General Employees	100	100	100	

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

1 Some consolidated data is included.

2 Employees of subsidiaries in Australia

3 This Training is new since FY022.

Boundary	Item	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
	Total	100	100	100	

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

1 Some consolidated data is included.

2 Employees of subsidiaries in Australia

3 This Training is new since FY022.

/ Human Capital <Gender Equality>

Boundary	Item	FY2020, Jan-Dec	FY2021, Jan-Dec	FY2022, Jan-Dec	Unit
Unconsolidated ¹	Gender Pay gap ³	Permanent Employees	n/c	n/c	61.8
		Temporary Employees	n/c	n/c	78.8
		Total (Permanent+Temporary)	n/c	n/c	62.7
Australia ²	Employees of subsidiaries in Australia ⁴	n/c	n/c	61	
Japan ⁵	Share of women in management positions ³	Lead - Manager level	n/c	n/c	3.8
Australia ²			n/c	n/c	17.2
Japan + Australia			n/c	n/c	7.5
Japan ⁵		GM level	n/c	n/c	2.2
Australia ²			n/c	n/c	17.6
Japan+ Australia			n/c	n/c	4.7

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

1 Some consolidated data is included.

2 Employees of subsidiaries in Australia

3 This item is newly disclosed from Sustainability Report 2022 (issued on June 30, 2023).

4 Reporting period of this item is April, 2022 - March, 2023.

5 INPEX Corporation employees((Non-consolidated employees in Japan plus seconded employees in Japan and overseas, excluding seconded employees from other companies)

Governance

Boundary	Item	As of March 25, 2020	As of March 25, 2021	As of March 28, 2023	Unit
Consolidated	Directors and Executive Officers	Male	41	38	37
		Female ¹	3	3	3
	Total Number of Directors and Executive Officers		44	41	40
	Outside Directors (Figures in parentheses denote the ratio of Outside Directors)	6 (43)	5 (42)	5 (42)	persons %
	Outside Auditors (Figures in parentheses denote (%) the ratio of Outside Auditors)	4 (80)	4 (80)	4 (80)	

¹ As of March 28, 2023, the percentage of female executive officers is 7.5%.

Amounts paid to EITI countries

Boundary	Item	Year	Amount	Unit
Consolidated	Payment Amounts to Governments (EITI)	Kazakhstan	2019	20,979
		East Timor	2020	13,528
		Indonesia	2020	5,984

TCFD Recommendations

Overview of the TCFD Recommendations	INPEX's disclosures
Governance	
Disclose the organization's governance around climate-related risks and opportunities	
1 Describe the board's oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> ● Governance Structure for Climate Change Response
2 Describe management's role in assessing and managing climate-related risks and opportunities	<ul style="list-style-type: none"> ● Message from the Director in Charge of Climate Change Response ● Governance Framework for Climate Change Response
Strategy	
Disclose the organization's governance around climate-related risks and opportunities	
1 Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	<ul style="list-style-type: none"> ● FY2023 Status of Climate Change-related Risks ● FY2023 Status of Climate Change Opportunities
2 Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	<ul style="list-style-type: none"> ● Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
3 Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<ul style="list-style-type: none"> ● The INPEX Low-Carbon Society Scenarios ● Assessment of Financial Impacts of Climate-related Risks ● Development of Physical Risk Assessment Process

Overview of the TCFD Recommendations	INPEX's disclosures
Risk Management	
Disclose how the organization identifies, assesses and manages climate-related risks	
1 Describe the organization's processes for identifying and assessing climate-related risks	● Assessing and Managing Climate-related Risks and Opportunities
2 Describe the organization's processes for managing climate-related risks	● Assessing and Managing Climate-related Risks and Opportunities
3 Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	● Risk Management System
Metrics and targets	
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
1 Disclose the metrics used by the organization to assess climate change-related risks and opportunities in line with its strategy and risk management process	● Managing GHG Emissions ● Climate Change Response and Directors' Compensation
2 Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	● ESG Performance Data: Climate Change <Target Management>
3 Describe the targets used by the organization to manage climate change-related risks and opportunities and performance against targets	● Efforts in Setting and Achieving Climate Change Goals

Overview of metrics	INPEX's disclosure	Pages
1 Capital Deployment	Investment from 2022 to 2030	Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
2 Climate-Related Opportunities (Five net zero businesses)	Operating cash flow around 2030	Long-term Strategy and Medium-term Business Plan (INPEX Vision @2022)
3 Remuneration	Climate Change Response and Directors' Compensation	Ongoing Initiatives to Address TCFD Recommendations
4 Physical Risks	Assessment process for physical risks	Development of Physical Risk Assessment Process
5 Transition Risks (Assessment of Financial Impact)	Assessment of Financial Impact of Climate-related Risks	Assessment of Financial Impact of Climate-related Risks
6 Internal Carbon Prices	Assessment of Financial Impact of Climate-related Risks	Assessment of Financial Impact of Climate-related Risks
7 GHG emissions	Scope 1, 2, 3 (ESG Performance Data)	Climate Change <Target Management>

Independent Assurance Report

To ensure the reliability of environmental and social performance data included in Sustainability Report 2022, INPEX has obtained independent third-party assurance from SOCOTEC Certification Japan for all data marked with the symbol () in the ESG Performance Data section.

Scope of Assurance: 2022 data covering the period from January to December for the following environmental and social performance data.

Environmental performance

<Scope: Operational control* in Japan>

- Scope 1 emissions (by emission source, gas type)
- Scope 2 emissions
- Energy consumption
- Water consumption and discharge of produced water
- Emissions to the atmosphere (VOC, NOx, and SOx)
- Waste – hazardous waste (recycling, final disposal) and non-hazardous waste (recycling, final disposal)
- Oil Spill (quantity of spills)

<Scope: Overseas operational control**>

- Scope 1 emissions (emission source, gas type)
- Scope 2 emissions

<Scope: Equity share based***>

- Scope 1 emissions
- Scope 2 emissions
- Scope 3 Category 11 emissions (use of sold products)

Social performance

<Scope: Operational control* including Japan and global organizations>

- Lost time injury rate (LTIR) by contract
- Total recordable injury rate (TRIR) by contract

① HSE and GHG emissions management data are reported on an operational control basis and include operational organizations in Japan, INPEX headquarters, and the INPEX Technical Research Center.

② The production projects where INPEX takes the role of operator as of the end of December 2022, and overseas offices are included.

③ Equity share-based Scope 1 and Scope 2 emissions cover the production projects where INPEX takes the role of operator as of the end of December 2022, INPEX headquarters and the INPEX Technical Research Center. Scope 3 Category 11 emissions are calculated by multiplying the total sales volume of crude oil, natural gas, and LPG by each product's emission factor, under the assumption that the total volume of each is combusted.



Independent Assurance Report

Mr. Takayuki Ueda
Representative Director, President & CEO
INPEX CORPORATION

We, SOCOTEC Certification Japan (hereafter "SOCOTEC"), have performed a limited assurance engagement, in response to the entrustment from INPEX CORPORATION (hereafter "the Company"), in order to provide an opinion as to whether the environmental and social performance indicators marked with ✓ included in the subject matter information ("Sustainability Report 2022 for the Reporting Period January 1 - December 31, 2022") of the Company meet the criteria in all material respects.

1 Subject Matter Information and Criteria

The subject matter information for our assurance is the environmental and social performance indicators marked with ✓ included in "Sustainability Report 2022 for the Reporting Period January 1 - December 31, 2022" covering the operations and activities of the Company and the consolidated subsidiaries.

The criteria for preparing subject matter information is "its own calculating and reporting criteria".

2 Management Responsibility

The environmental and social performance indicators marked with ✓ included in "Sustainability Report 2022 for the Reporting Period January 1 - December 31, 2022" was prepared by the management of the Company, who is responsible for the integrity of the assertions, statements, and claims made therein (including the assertions over which we have been engaged to provide limited assurance), the collection, quantification and presentation of all data and information in the report, and applied criteria, analysis and publication.

The management of the Company is responsible for maintaining adequate records and internal controls that are designed to support the reporting process and ensure that the environmental and social performance indicators marked with ✓ included in "Sustainability Report 2022 for the Reporting Period January 1 - December 31, 2022" is free from material misstatement whether due to fraud or error.

3 Assurance Practitioner's Responsibility

The responsibility of SOCOTEC is to express a limited assurance conclusion as to whether the subject matter information has been prepared in compliance with the criteria in all material respects.

SOCOTEC performed limited assurance engagement in accordance with the verification procedures stipulated by SOCOTEC and "ISO14064-3: Specification with guidance for the validation and verification of greenhouse gas assertions", the International Standard on Assurance Engagements (ISAE) 3410, "Assurance Engagements on Greenhouse Gas Statements" and the ISAE 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" of International Auditing and Assurance Standards Board (IAASB).

The procedures implemented in the limited assurance engagement are limited in their type, timing and scope as compared to the procedures implemented in the reasonable assurance engagement. As a result, our limited assurance engagement does not provide as high assurance as reasonable assurance engagement.

Our procedures performed depend on the assurance professional practitioner's judgement, including the risk of material misstatement, whether due to fraud or error. Our conclusion was not designed to provide assurance on internal controls. We believe that we have obtained the evidence to provide a basis for the conclusion for limited assurance.



4 Assurance Procedures

The procedures that SOCOTEC has conducted are based on professional judgment and include, but are not limited to:

- Evaluation of policies and procedures created by the Company in relation to subject matter information
- Questions to Company personnel to understand the above policies and procedures
- Verification that the target project meets eligibility requirements
- Matching with the basis data by trial calculation and recalculation
- Obtaining and collating material for important assumptions and other data
- We conducted verification procedures for Minamiaga Field Office, East Japan Regional Office, Domestic Exploration & Production Division by a sampling method, in order to confirm the calculation structure and procedures, data collection and implementation status of record control.

5 Statement of Our Independence, Quality Control and Competence

SOCOTEC has introduced and maintained a comprehensive management system that conforms to the accreditation requirements of "ISO17021 Conformity assessment -- Requirements for bodies providing audit and certification of management systems". In addition, we have also established a management system according to "ISO14065 Greenhouse gases -- Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition". These meet the requirements of International Standard on Quality Control 1 by the International Auditing and Assurance Standards Board and Code of Ethics for Professional Accountants by International Ethics Standards Board for Accountants. We maintain a comprehensive quality control system that includes ethical rules, professional standards and documented policies and procedures for compliance with applicable laws and regulations.

The SOCOTEC Group is a comprehensive third-party organisation in inspection, testing and certification operations, and conducts management system certification services and training services related to quality, environment, labour and information security in countries around the world. Engaged in performance data and sustainability report assurance of environmental and social information, SOCOTEC affirms that it is independent of the organisation that has ordered the assurance engagement, its affiliated companies, and stakeholders, and that there is no possibility of impairing impartiality or conflict of interest.

We assure that the team engaged in the assurance is selected based on knowledge, experience in the relevant industry, and the competence requirements for this assurance engagement.

6 Use of Report

Our responsibility in performing our limited assurance activities is to the management of the company only in accordance with the terms for this engagement as agreed with the Company. We do not therefore assume any responsibility for any other purpose or to any other person or organisation.

7 Our Conclusion

On the basis of our procedures performed and evidence obtained nothing has come to our attention that causes us to believe that the subject matter information is not, in all material respects, prepared and reported in accordance with the stated criteria.

SOCOTEC Certification Japan

Seigo Futaba
Managing Director
16 June 2023

External Evaluation

INPEX proactively engages in dialogue with stakeholders through information disclosure and supplies information to external evaluators. The evaluations by external organizations and the major ESG indexes for which INPEX has been selected as a component stock are shown as follows.

/ FTSE4Good Developed Index, FTSE4Good Japan Index



/ FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index



**FTSE Blossom
Japan Index**

/ MSCI ESG Leaders Indexes

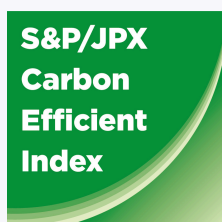


/ MSCI Japan ESG Select Leaders Indexes

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

THE INCLUSION OF INPEX CORPORATION (INPEX) IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF INPEX BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

/ S&P/JPX Carbon Efficient Index



/ CDP Climate Change 2022 score: A



/ STOXX® Platinum Career 150 Index



/ ECPI World ESG Equity, ECPI Global Carbon Liquid, ECPI Global Developed ESG Best in Class



/ SOMPO Sustainability Index



/ Certified Health and Productivity Management Organization 2023 (White 500)



/ Selected as Yearbook Member 2022 in the S&P Global Sustainability Award 2022



/ Recognized as an Environmentally Sustainable Company in the Ministry of the Environment's ESG Finance Award Japan



/ Received Gold rating Award in the 2022 PRIDE Index

