

INPEX CORPORATION: The First 10 Years

Merger, Challenges and the Future

INPEX

Merger, Challenges and the Future

We had our dreams,
of managing large-scale LNG projects on our own,
of maintaining the ties in oil-producing countries and concessions that our predecessors developed through their untiring efforts,
of dramatically expanding our gas business.
To make these dreams come true, we chose to merge and integrate our businesses.
Before we realized, our thoughts united as we joined forces to tackle major challenges.
Joining the groundswell, people gathered from around the world under the INPEX flag,
achieving great things over these past 10 years.
Our future vision is for INPEX to become a global energy company.



The road to INPEX's birth



A note from the Chairman

Toshiaki Kitamura
Representative Director & Chairman



October 1, 2018 marked the 10th anniversary of the foundation of INPEX CORPORATION through the merger of the former INPEX, Teikoku Oil and INPEX Holdings. I would like to extend my sincere gratitude to all our customers, shareholders and business partners as well as our directors and employees, both past and present, and their families for their support and guidance, which have allowed us to reach this important milestone.

The merger also allowed INPEX CORPORATION to be enriched by the addition of numerous employees with diverse backgrounds from organizations like Japan Oil Development Co., Ltd. (JODCO) and the former Japan National Oil Corporation (JNOC), in addition to the three companies mentioned earlier, turning INPEX CORPORATION into the powerhouse it is today.

The last decade has been a period of turmoil not just for us but for the entire oil and gas industry. In 2008, the year of our foundation, we witnessed a global economic recession precipitated by the collapse of Lehman Brothers. 2014 saw the beginning of a significant downturn in crude oil prices brought on by the US shale revolution. But even during these challenging times, INPEX employees collectively strove to improve efficiencies across the company, which resulted in the strengthening of our business foundations and robust resilience to oil price fluctuations.

In terms of our projects, the Ichthys LNG Project in Australia commenced production in 2018. The knowledge and experience we have gained through Ichthys as Japan's first ever operator of a large-scale LNG project are invaluable assets that we will draw upon in the planning and execution of the Abadi LNG Project in Indonesia as well as other future projects, and that will contribute to our long-term growth as a company.

Another significant achievement was the acquisition and extension of oil field concessions offshore Abu Dhabi in the United Arab Emirates. Over many years, we had been engaged in negotiations with the government and authorities of Abu Dhabi. These negotiations came to fruition as we successfully secured the acquisition and extension of major oil field concessions both onshore and offshore between 2014 and 2018. Furthermore, our solutions to technical issues concerning crude oil development and production won the recognition of the authorities, leading to our appointment as Asset Leader of the Lower Zakum Oil Field, a giant offshore oil field. As Asset Leader, we will lead efforts to pursue development activities and further enhance the oil field's production capacity.

Meanwhile, in Japan, where we continue to produce stably, we have recently fortified our business management capabilities by enhancing our natural gas supply infrastructure including facilities such as the Naoetsu LNG Terminal and the Toyama Line extension of our natural gas trunk pipeline network and significantly expanding our gas supply volume.

I believe that through such proactive initiatives, INPEX has successfully laid the foundations to realize the business targets laid out in VISION 2040 formulated in May 2018.

I look forward to your continued support.

April 2019

Greetings from the CEO

Takayuki Ueda
Representative Director, President & CEO



On the occasion of the 10th anniversary of the foundation of INPEX CORPORATION through the merger of the former INPEX, Teikoku Oil and INPEX Holdings, I would like to sincerely thank all our stakeholders for their unwavering support and understanding of our challenging endeavors. I would also like to thank all our current and former employees for their hard work and efforts in laying the foundations of our company.

Over the last decade, I believe we have navigated a tumultuous period punctuated by volatile oil price fluctuations in a remarkable manner, leveraging the benefits and advantages of the merger. The publication of this archive, which contains corporate highlights and key events from the last 10 years, is intended to remind us of our beginnings so that we may always be mindful of our roots.

This 10th anniversary and the commencement of production of the Ichthys LNG Project have set a new stage in the journey of our company.

The future is becoming increasingly difficult to predict. However, we will continue to remain true to our roots while striving to grow further as one unified company in a new era without becoming complacent about our past achievements, in the hope that doing so will bring us progressively closer to realizing our mission of contributing to the creation of a brighter future for society through the stable supply of energy.

This publication provides a comprehensive outlook of our history and our business strategies, and will hopefully serve as a medium through which our stakeholders may deepen their understanding of our causes.

I also hope that the publication will provide all directors and employees with a source of pride and motivation to succeed over the coming decades. I sincerely look forward to your continued support.

April 2019