

An aerial photograph of a large offshore oil and gas platform in the middle of a deep blue ocean. The platform has a complex structure with a tall derrick in the center, various pipes, and a yellow helipad on the right side. A small red and white supply vessel is visible in the distance to the left. The sky is overcast and grey.

A Human Resource Development Strategy of an Oil & Gas E&P Company for Business Expansion

January 2026

Hideichi Okada

Brief Bio

1976-2012 Government Official (METI)

Last position: Vice Minister for International Affairs, METI

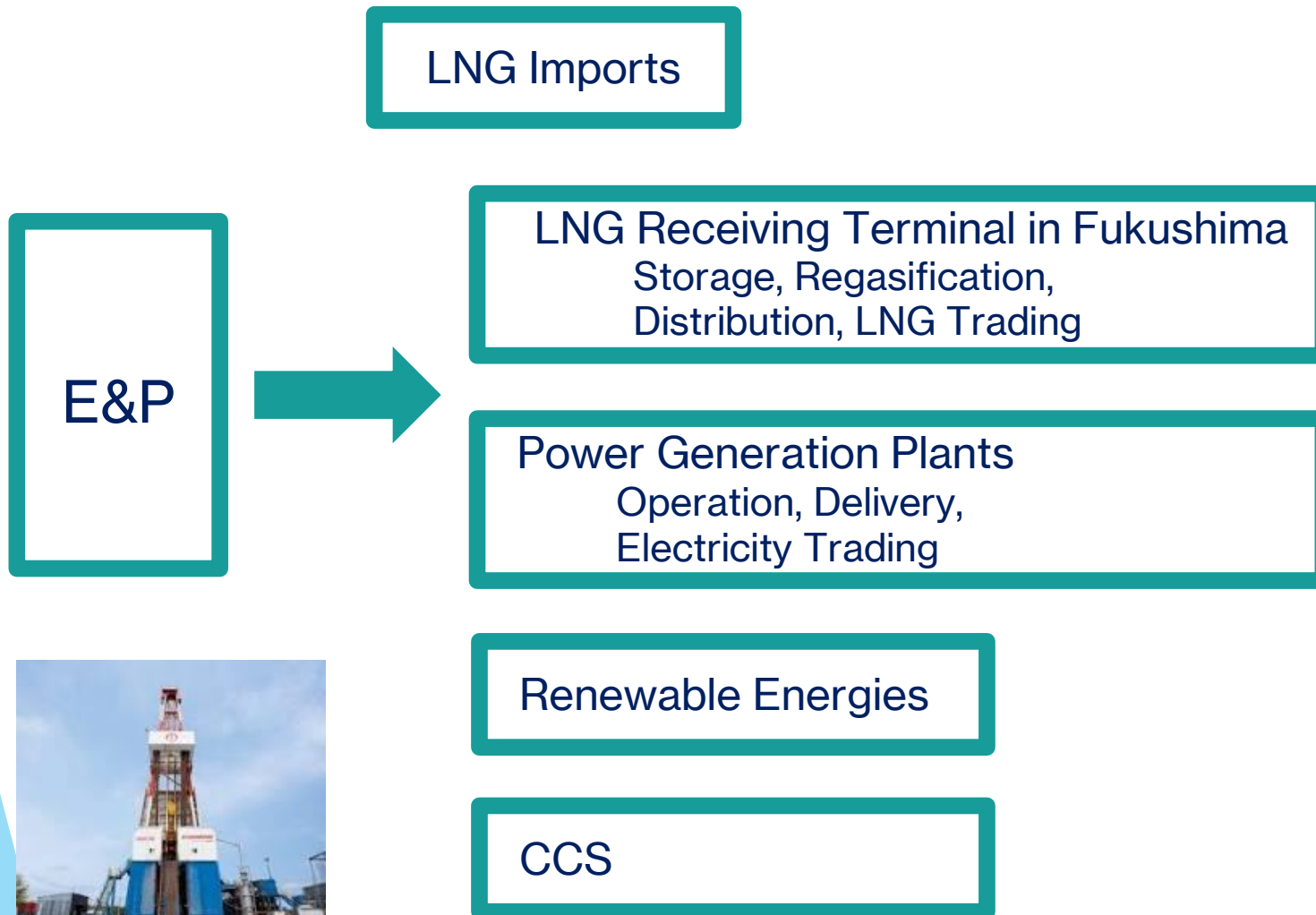
2014-2016 Senior Executive Vice President, NEC

2016-2024 President & CEO and Special Advisor, Japan Petroleum Exploration, Co. Ltd.

2024- Advisor, Japan Economic Foundation

Education: LL.B. The Tokyo University, LL.M. Harvard Law School

Expanding Business Area of JAPEX



General Practice of Human Resource Development in Japan

- Bulk Recruitment of New Graduates
- In-house Education & Training
- Life-time Employment

Acquisition of New Talents

1. In-house Training and Education
2. Recruit from Outside
3. M&A

Goal

- Acquiring new business skills and expertise
- Making newly acquired skills and expertise incorporated into the company
- Making the combination of old and new skills and expertise the driving force of business growth

Business Culture

E&P

- Long Lead Time
- High Risk

Operation of LNG Terminal, Operation of Power Plants

- Safety First
- Stability

LNG Trading, Electricity Trading

- Quick Response in the Market
- Risk-hedging

Corporate Culture

E&P Business

Skills and Expertise
Business Culture

Operation of LNG Terminal

Skills and Expertise
Business Culture

Operation of Power Plants

Skills and Expertise
Business Culture

Corporate Culture (Vision, Mission, Identity)

- Culture of Innovation
- Culture of Continuous Learning

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