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Sustainability Management

Based on our Sustainability Policy, we have established a framework for the ongoing advancement of sustainability management and is working to embed it throughout the organization.

JERA Group Sustainability Policy

At JERA, we are committed to leading the way in creating a more sustainable society as an energy provider and a responsible corporate citizen. This policy articulates our company's aspiration, strategically pinpointing and prioritizing crucial material issues essential to promoting sustainable management.

I As an energy provider, we are committed to delivering the essential energy the world needs, guided by three interlinked principles.
1. Sustainability: Reducing our environmental impact while coexisting with the planet and society.
2. Affordability: Providing energy at affordable prices tailored to the needs of each region.
3. Stability: Ensuring a reliable and continuous energy supply.

II Guided by the principle of "Think globally, Act locally," we engage directly with the distinct challenges facing each country and region, particularly in Asia, to offer optimal solutions and address global-scale issues.

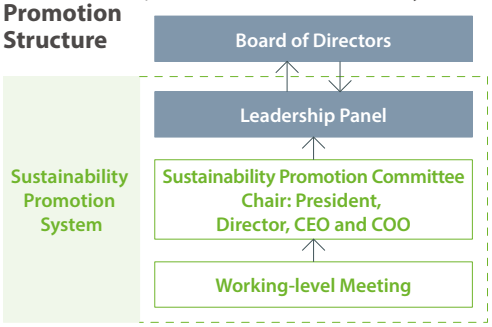
III As a trusted company among all stakeholders, we conduct our business transparently and fairly to continue being a company that complies with regulations and prioritizes safety.

IV We respect diversity and we cultivate a flat and innovative corporate culture to stimulate creativity in each employee. In turn, we continue to enhance our corporate value in the global capital markets.

Sustainability Promotion System

Under the supervision of the Board of Directors, JERA has established a framework in which the Sustainability Promotion Committee, chaired by the President, Director, CEO and COO, examines internal and external sustainability-related issues and refers key themes to the Leadership Panel. We have established a Working-level Conference under the Sustainability Promotion Committee, centered around a dedicated sustainability organization, that brings together departments responsible for environmental, social, and governance (ESG) to promote company-wide sustainability through cross-functional collaboration.

Sustainability Promotion Structure (as of July 1, 2025)



Initiatives for Internal Sustainability Integration

We are working to embed sustainability within the organization so that each employee sees it as personally relevant and translates it into their own actions. In FY2024, we conducted sustainability e-learning for all employees to deepen their understanding of the significance of sustainability management and our related initiatives. Through the training, many employees commented that they became more aware of pre-financial value and the expectations of external stakeholders, while others said they wanted to know more about the connection between corporate value and sustainability initiatives, and learn more about the sustainability challenges we face. Looking ahead, we will utilize the newly developed Pre-Financial Value Flow (➡ P. 44) in FY2025 to foster deeper understanding and promote sustainability management that begins with each individual employee.

Meeting Global Standards in Sustainability Disclosure

We are committed to continuously improving our sustainability disclosures by considering the needs of investors and referring to the standards set by global ESG rating agencies. We also closely monitor developments in both domestic and international sustainability disclosure standards and regulations, such as those from the International Sustainability Standards Board (ISSB) and the Corporate Sustainability Reporting Directive (CSRD).

Ultimately, we aim to achieve sustainability reporting that aligns with the highest global standards over the medium to long term.

Sustainability Management

Material Issues and Pre-Financial KPIs

We have revised our material issues and pre-financial KPIs in line with the "JERA Growth Strategy to Realize the 2035 Vision", announced in May 2024, and the newly established JERA Group Sustainability Policy. We will continue to review and update in response to changes in the internal and external environment.

Material Issues	Pre-Financial KPIs	Progress on Pre-Financial KPIs (FY2024)
Establish a stable supply infrastructure and system for energy supply at affordable prices	• 20% reduction in CO_2 emission intensity by 2030 • More than 60% reduction in CO_2 emissions by 2035 • Maintaining the world's highest levels for controlling NOx and SOx emissions • Hydrogen and ammonia transaction volume of 7 MT by 2035 • Renewable energy development capacity of 20 GW by 2035	• Replaced aging facilities with state-of-the-art thermal power generation systems offering world-class efficiency, as demonstrated at Goi Thermal Power Station, which commenced commercial operations in May 2024. Development planning also began for Chita Thermal Power Station, with a commercial launch target of FY2029. • Announced a recovery policy that includes resuming biomass co-firing operations at Taketoyo Thermal Power Station by the end of FY2026, along with implementing planned operational curtailments during periods of low demand as part of additional CO_2 reduction efforts • Maintained world-leading emission intensity levels at thermal power plants by complying with agreement thresholds for NOx and SOx (NOx：0.06 g/kWh, SOx：0.03 g/kWh in FY2024) • Completed a demonstration test for 20% ammonia fuel substitution at Hekinan Thermal Power Station and began preparations for commercial operation • Final investment decision made for the Blue Point low-carbon ammonia production project (April 2025), accelerating efforts to develop the hydrogen and ammonia supply chain • Established JERA Nex in the UK in 2024 as our hub for renewable energy operations, and announced the formation of the offshore wind joint venture JERA Nex bp in December 2024 • Selected as the offshore wind power operator for the Sea of Japan area Sea of Japan off the southwestern coast of Aomori Prefecture
Create customer value by offering cutting-edge solutions		
Contribute to decarbonization and environmental protection by using renewable energy and zero CO_2 emission thermal power to complement each other		
Transforming the business model through digital transformation	• CO_2 tracking throughout the value chain	• Reviewed tracking scopes to comply with emerging regulations (e.g., CSRD and SSBJ) and developed a marketing strategy to promote environmental value
	• Creation of a mechanism that can deliver carbon-free electricity to customers 24 hours a day	• Supported corporate decarbonization via JERA Cross to advance the implementation of 24/7 carbon-free electricity (e.g., Japan's first hydrogen-fueled zero CO_2 emission thermal power supply to Toho Studios)
Coexist and thrive alongside local communities in Japan and abroad	• Identification of regional issues and collaboration with regional communities to resolve issues	• Established a policy for visiting regional stakeholders to strengthen relationships. Based on this policy, each power plant created an engagement plan and began proactive communication to identify local issues.
	• Global collaboration on and development of local initiatives to solve regional issues	• Organized and launched a framework for sharing key initiatives and methods with major overseas Group companies to support local issue resolution in each country and region

Sustainability Management

Material Issues and Pre-Financial KPIs

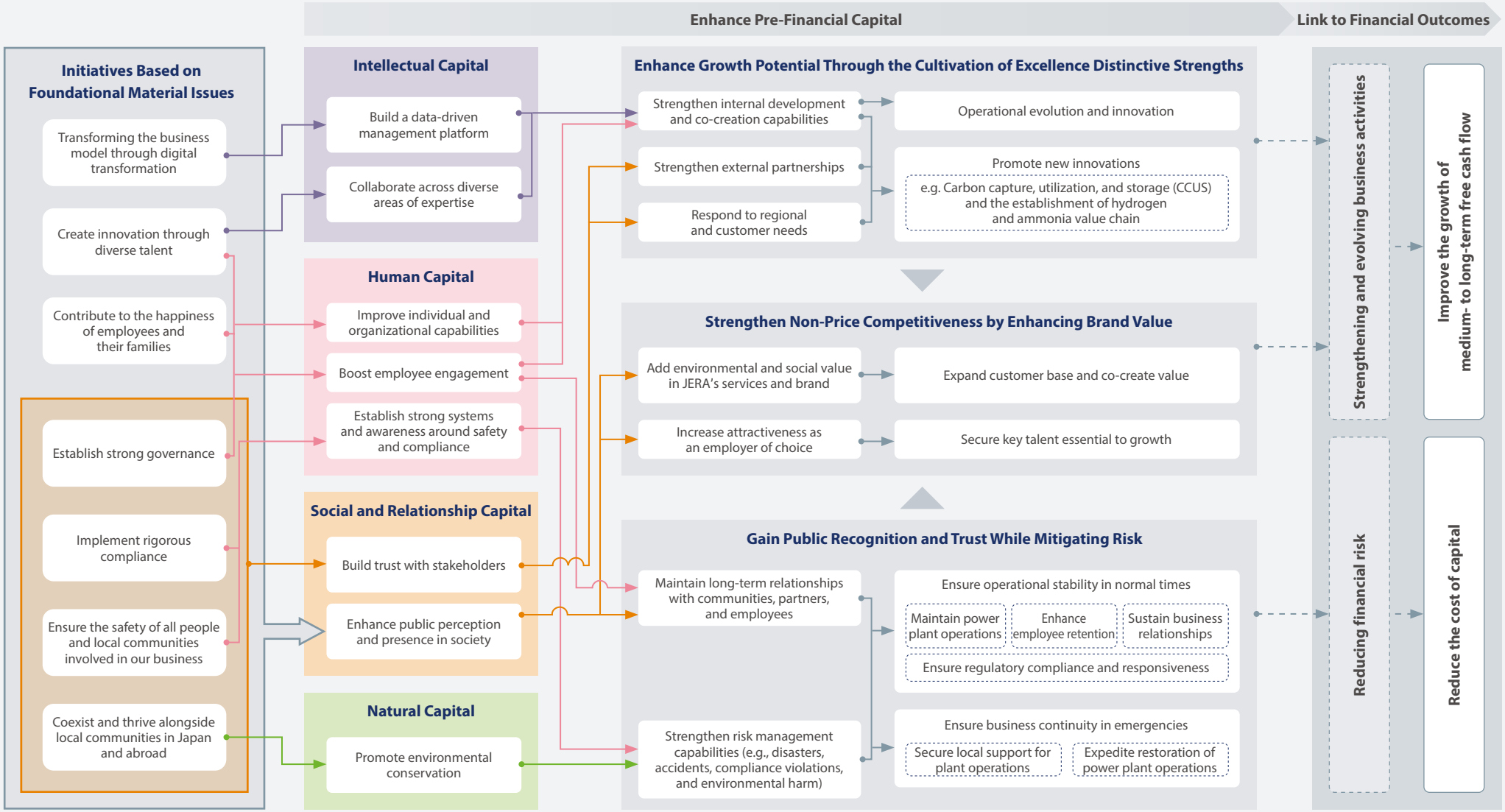
Material Issues	Pre-Financial KPIs	Progress on Pre-Financial KPIs (FY2024)
Establish strong governance	• Maintenance of a third or more independent outside directors	• Formed a Board of Directors consisting of internal directors with deep business knowledge and outside directors with broad expertise to support global operations across diverse areas (Ratio of independent outside directors: 46% as of end-June 2025)
	• Publishing and review of a directors' skills matrix	• Identified the skills required by the Board to implement the new growth strategy and prepare for the next governance model, and published a skills matrix (May 2025)
Implement rigorous compliance	• No compliance violations*1	• Received a business improvement recommendation from the Electricity and Gas Market Surveillance Commission regarding a non-submission incident in the spot market. Defining our vision of compliance ("To Be") and will strengthen our Three Lines of Defence framework. And in response, began implementing preventive measures, including enhanced training, education and other initiatives to foster a stronger internal culture.
Ensure the safety of all people and local communities involved in our business	• Maintenance of a record of zero disaster-related fatalities	• One fatal accident occurred at a contractor site. The cause was investigated, and preventive measures were discussed in the Safety Manager Meeting, reported to the Board, and implemented across all business sites.
	• Improvement in the effectiveness of disaster prevention efforts through training in partnership with local communities*2	• Conducted joint training with local police and fire departments at power plants to standardize response protocols and identify areas for improvement. Also planned and conducted drills simulating crises such as unauthorized intrusions.
Create innovation through diverse talent	• Increase in exchanges of personnel between locations	• Began developing a group-wide system to visualize talent and position data, enabling identification and deployment of personnel needed to execute business strategies • Introduced unified group-wide rules to facilitate smooth cross-border transfers between group companies
	• Ensuring of diversity based on employee demographic ratios	• Promoted inclusive hiring by targeting top talent regardless of nationality or gender, including participation in events for women and international students • Expanded local hiring at overseas sites and diversified recruitment methods, including direct sourcing and other targeted approaches
	• Fostering of a flat culture where everyone can realize their full potential	• Formulated a group-wide D&I statement to serve as a common language for promoting diversity and inclusion across the organization • Continued tracking cultural integration through employee satisfaction surveys
Contribute to the happiness of employees and their families	• Rigorous ensuring and enhancement of job-based talent management	• Developed and internally published job descriptions for roles subject to the job-based HR framework • Introduced market-competitive compensation aligned with the responsibilities of each job
	• Promotion of various measures related to mental and physical health	• Defined the JERA Health Expert Model and held wellness events aimed at achieving its goals • Provided free comprehensive medical checkups for all employees
	• Promotion of measures that enable people to experience the happiness of growth	• Promoted independent career development by systematizing employee training and development programs • Fostered a culture of independent career development by expanding use of the internal job posting system and encouraging employees to actively build their careers

*1 Non-compliance that constitutes misconduct equivalent to a crisis or emergency
*2 Covers domestic thermal power plants

Sustainability Management

Visualizing the Pre-Financial Value Flow

This page visualizes how initiatives based on JERA's foundational material issues shown on P.16 lead to the enhancement of pre-financial capital, ultimately strengthening our growth potential, competitiveness, and stakeholder trust and culminating in enhanced corporate value. The elements of this flow were selected to reflect the distinctive characteristics of our business, strengths, and values, all in alignment with our mission and vision.



* The elements and connections presented here are representative and not exhaustive.

Natural Capital

Fundamental Approach

As a leading company in the domestic thermal power generation industry, we respect energy and environmental policies such as the Japanese government's Strategic Energy Plan and actively promote renewable energy development.

Furthermore, as we seek to become a global energy company, we are acutely aware of the need to protect the environment on a global scale, and we strictly observe the environmental laws and regulations of each country and region where we do business. Based on these fundamental principles, we are committed to reducing our environmental footprint. This involves not only reducing CO_2 emissions and preventing air and water pollution but also striving for biodiversity conservation to realize a sustainable environment, society, and economy.

Environmental Education

We provide training for employees involved in environmental operations at our power plants and other facilities so that they can acquire the necessary knowledge and skills concerning the environment. Training levels correspond to job class and proficiency, and we are working to develop environmental education programs for employees.

Reducing CO_2 Emissions

In October 2020, we announced JERA Zero CO_2 Emissions 2050 as our commitment to curbing CO_2 emissions for the future. With our mission to provide cutting-edge solutions to the world's energy issues, we will take on the challenge of achieving net-zero CO_2 emissions from our operations in Japan and abroad by the year 2050 in order to realize a sustainable society.

In the field of renewable energy, we are accelerating our global offshore wind power business through the establishment of JERA Nex bp, a joint venture with bp. With a combined operational and development-stage capacity of up to 13 GW, the venture will become one of the world's largest offshore wind power companies. In December 2024, the Tsugaru Offshore Energy Community, a consortium led by JERA, was selected as the operator of a 615 MW fixed-bottom offshore wind power project planned in the Sea of Japan bordering Aomori Prefecture. This project is anticipated to be the largest of its kind in Japan.

We are also actively pursuing the decarbonization of thermal power generation. In June 2024, at Hekinan Thermal Power Station, we completed the world's first demonstration test substituting ammonia for 20% of the fuel at a large-scale commercial coal-fired power generator. Furthermore, in November 2024, we began Japan's first commercial use of electricity generated by net-zero CO_2 emissions, hydrogen-only thermal power, supplying electricity to Toho Studios.

We aim to achieve net-zero CO_2 emissions by supplementing the introduction of renewable energy, which is susceptible to natural conditions, with zero CO_2 emissions thermal power, which can generate electricity in a stable manner without CO_2 emissions.

Material Balance (FY2024* results)

INPUT

Fuel consumption

Hydrogen / Ammonia, etc.	0.05 million t
Biomass	0.002 million t
LNG / LPG	22 million t
Natural gas	1 billion Nm³
Coal	21 million t
Oil	0.33 million kL

Water usage

Total water intake	21,277 thousand m³
Industrial water intake	18,986 thousand m³
Tap water intake	2,244 thousand m³
Groundwater intake	47 thousand m³

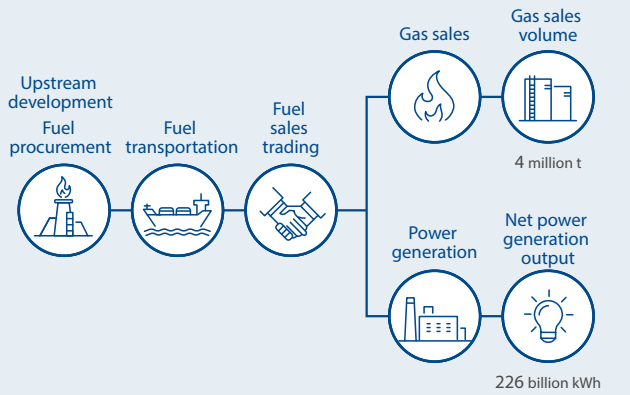
Total energy consumption

48 million kL (crude oil equivalent)

Purchased electricity

415 million kWh

Business Activities



OUTPUT

GHG emissions (CO_2 equivalent)

Scope 1	113,244 thousand t-CO_2
Scope2 (Market-based)	174 thousand t-CO_2
Scope 3	30,819 thousand t-CO_2
Total	144,237 thousand t-CO_2

COD emissions

34 t

SOx emissions

7 thousand t

NOx emissions

15 thousand t

Gross wastewater volume

6,998 thousand t

Waste to landfill

4 thousand t

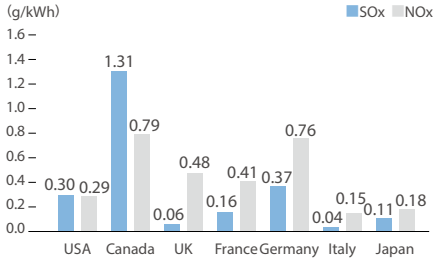
* Figures for JERA operations in Japan, joint ventures with Hitachinaka Generation Co., Inc., JERA Power TAKETOYO LLC, JERA Power YOKOSUKA LLC, JERA Power ANEGASAKI LLC, Goi United Generation LLC, and Green Power Ishikari GK

Natural Capital

Preventing Air Pollution

Air pollutants emitted from our thermal power plants include sulfur oxides (SOx), nitrogen oxides (NOx), and particulate matter, all primarily from boiler exhaust. In order to comply with emission standards set by laws and ordinances, as well as environmental conservation agreements, we are working to reduce emissions by installing environmental protection facilities and improving combustion methods. In FY2024, our SOx and NOx emissions per unit of production were 0.03 g/kWh and 0.06 g/kWh, respectively, which are extremely low compared to emissions per unit of production in Japan and major Western countries.

2022 SOx and NOx Emissions per Unit of Power Generation Output in Major Countries (Thermal Power Plants)



Source: Federation of Electric Power Companies of Japan (FEPC), "Energy and Environment," P. 26
(SOx and NOx emissions data: OECD Stat Extracts; Power generation data: Compiled by the FEPC based on the IEA's World Energy Balances data for 2024)

Water Quality Conservation Measures (Consideration for Marine Environments)

Wastewater generated by our thermal power plants is purified using wastewater treatment facilities to comply with effluent standards set by laws, ordinances, and environmental conservation agreements. We also reduce the amount of water used for power generation by collecting and reusing wastewater generated during startup at the plants. Furthermore, to keep the temperature of the seawater used in the condenser from rising, we take it in slowly from the deeper layers where the temperature is lower. When discharging it, we reduce the discharge velocity as we bring it to the surface, giving full consideration to the environmental impact on the surrounding sea.

Initiatives Related to Resource Recycling

We are actively engaged in recycling to make effective use of limited resources. We are promoting the effective use of coal ash, a byproduct of our coal-fired power plant, as a raw material for cement and land development because of its excellent properties, which include fine grain, light weight, and increased strength. Our effective utilization rate of coal ash in FY2024 was 99.99%.

Furthermore, in compliance with the Act on Promotion of Resource Circulation for Plastics (commonly referred to as the Plastic Resource Circulation Act), we are proactively working to reduce and reuse industrial plastic waste generated from our business activities. The amount of waste plastic discharged and the effective utilization rate in FY2024 were 247 tonnes and 96.99%, respectively.

State of Waste Treatment Facility Maintenance

The Act on Waste Management and Public Cleaning requires that information on the status of the maintenance and management of waste treatment facilities be made public. We properly maintain and manage our waste treatment facilities and provide online reports regarding facility maintenance, including details such as the type and amount of waste disposed of, results of water quality measurements performed on discharged water, facility inspection results, and more.

Control of Chemical Substances

We observe the requirements of the PRTR Act (Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement) for chemical substances used at thermal power plants and are working on strict control and reduction of emissions based on internal rules.

Environmental Impact Assessments and Consideration of the Environments Surrounding Power Plants

When constructing or replacing power plants, we conduct assessments of the environmental impact on the surrounding environment both during construction and after the plant is operational in accordance with the Environmental Impact Assessment Act. We then explain the results to the municipality and community members and engage in dialogue with them.

Based on the results of these environmental impact assessments and with consideration for the surrounding environment, we implement appropriate measures for environmental preservation, including noise and vibration control as well as the conservation of plants and animals.

Primary Measures

Measure	Description
Noise and Vibration Control	Our measures against noise and vibrations include choosing proper placement of buildings and equipment, adoption of equipment for lowering noise/vibration, and installation of silencers/sound barriers.
Landscape Preservation	We make efforts to ensure that power plants blend in with local scenery while considering costs.
Plant and Animal Conservation	We conserve falcons and other rare species by securing green spaces to avoid or reduce impacts on flora, fauna, and ecosystems.

Compliance with Environmental Legislation

We make efforts toward environmental conservation by conducting business in accordance with environmental laws and regulations as well as local ordinances and environmental conservation agreements with municipalities. In FY2024, there were no cases involving fines or sanctions for violations of environmental laws and regulations.

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Fundamental Approach

As a global company committed to solving energy problems in Japan and around the world, we consider measures to combat climate change and conserve natural capital and biodiversity to be priority issues and have identified the relevant material issues. We have endorsed the Task Force on Climate-related Financial Disclosures (TCFD) Recommendations since 2021, when we also joined the TCFD Consortium. Additionally, in 2024, we participated in the TNFD Forum, which supports discussions and other activities of the Task Force on Nature-related Financial Disclosures (TNFD).

With the aim of sustainably enhancing our corporate value, we have identified four elements—governance, risk management, strategy, and metrics and targets—in line with the TCFD and TNFD Recommendations that summarize our systems pertaining to climate change, natural capital, and biodiversity and the initiatives typified by the Three Approaches of JERA Zero CO_2 Emissions 2050. In doing so, we also ensure alignment with the standards developed by the International Sustainability Standards Board (ISSB) and the Sustainability Standards Board of Japan (SSBJ).

We will continue to disclose information in line with the TCFD and TNFD Recommendations and further enhance communication with investors and other stakeholders.

Governance

Decisions about important policies, new and updated targets, and other matters pertaining to measures to combat climate change and conserve natural capital and biodiversity are made by the Board of Directors or the Leadership Panel based on our corporate governance system.

We have also established a Sustainability Promotion Committee for the purpose of enhancing sustainability management. This cross-departmental committee is chaired by the President, Director, CEO and COO and reports directly to the Board of Directors. It examines measures to combat climate change, conserve natural capital and biodiversity, and address other environment-related issues.

Directors hold active discussions with outside experts and specialist organizations to keep pace with the latest information and findings, which they share with the Leadership Panel and other internal groups. We also host seminars regarding sustainability for our employees in addition to providing opportunities for them to have discussions with the directors. We are proactively working to further promote our sustainability activities by continuing to expand our directors' and employees' understanding of information and trends in climate change, natural capital, biodiversity, and other aspects of sustainability management.

Corporate Governance ➡ P.74-76
Sustainability Management ➡ P.41

Risk Management

We have established a risk management system headed by the President, Director, CEO and COO to understand and mitigate risks associated with corporate activities. The system conducts integrated risk management, categorized into operational, market, and credit risks. We assess risks and opportunities pertaining to climate change, natural capital, and biodiversity in recognition of their impact on our business activities. Risks to be managed by directors are identified as "significant risks to be managed by management." The Risk Management Committee (chaired by the President, Director, CEO and COO) monitors and reviews the management status and plans for responding to these risks and then reports them to the Board of Directors at scheduled intervals or as needed. The Investment Valuation Committee and other channels also discuss and report on opportunities. There were no changes in the management system during the reporting year.

Risk Management ➡ P.82-85

Strategies

To identify risks and opportunities pertaining to climate change, natural capital, and biodiversity, and prove our resilience, we conduct analysis with reference to the TCFD and TNFD frameworks.

Regarding climate change, we conduct annual scenario analysis, identifying major risks and opportunities for our business and evaluating the financial impact to inform subsequent examination and implementation of appropriate measures.

Regarding natural capital and biodiversity, we conduct annual analyses based on the LEAP approach.* We identify our interface with nature on a site-by-site basis, analyzed the dependencies and impacts of our business on nature and key risks and opportunities, and then examined measures and defined indicators.

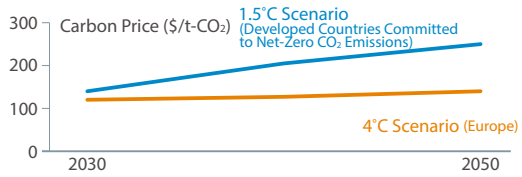
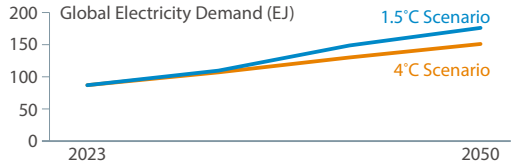
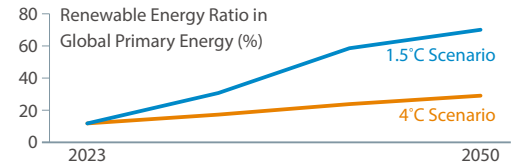
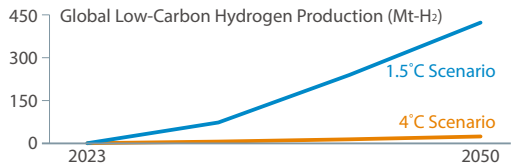
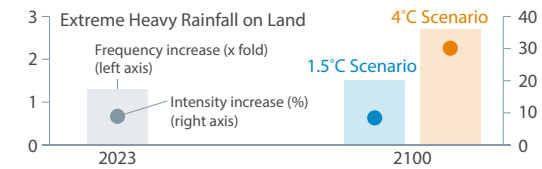
* LEAP approach: Acronym for Locate, Evaluate, Assess, and Prepare, the TNFD's recommended steps for disclosure.

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Strategies for Climate Change

Scenario Configuration

The following two scenarios have been established to analyze the risks and opportunities related to climate change across the entire value chain of our business.

	1.5°C Scenario References: IEA World Energy Outlook 2024 NZE, the Japanese government's Seventh Basic Energy Plan, IPCC 6th Assessment Report SSP1-1.9/SSP1-2.6	4°C Scenario References: IEA World Energy Outlook 2024 STEPS, IPCC 6th Assessment Report SSP3-7.0/SSP5-8.5	Time-series Variations in Relevant Parameters
Policy/Regulatory Changes	• Ambitious energy policies are underway in each country to curb a global rise in average temperatures. • Carbon pricing has been introduced over a vast range of regions, and prices are rising rapidly in both developed and developing economies that have declared a commitment to net-zero emissions.	• Existing energy policies will be maintained in each country, and no ambitious policies will be introduced. • Carbon pricing will be implemented only in regions that have already introduced or have plans to introduce this method.	
Global Changes in Energy Supply and Demand	• Final energy consumption will decrease in the future due to ongoing energy conservation efforts and improvements in energy consumption efficiency. • Conversely, significant progress in electrification rates will result in a steady increase in electricity demand.	• Final energy consumption will continue to increase into the future, following existing trends. • Electricity demand will increase accordingly, but electrification rates will not show significant growth and will remain below the levels of the 1.5°C scenario.	
	• Renewable energy introduction will progress rapidly, replacing fossil fuels as the world's primary energy source by the mid-2030s. • As a result, demand for fossil fuels like natural gas will decline rapidly.	• Renewable energy will be introduced at a moderate pace, with fossil fuels continuing to function as the world's primary energy source in the long term. • Demand for fossil fuels, including natural gas, will largely level off.	
	• Technological innovations to curb greenhouse gas emissions will lead to a significant increase in the production of new low-carbon fuels such as hydrogen and ammonia.	• Development and introduction of new low-carbon fuels such as hydrogen and ammonia will be limited.	
Global Climate Changes*	• Global average temperature increase will stabilize at around 1.5°C • The frequency and intensity of extreme weather events such as heavy rainfall, high temperatures, and droughts will marginally increase worldwide. • The average sea level worldwide will rise by 0.4–0.7 meters by the end of the century, but the long-term rise will be more limited compared to the 4°C scenario.	• Global average temperature will rise by around 4°C by the end of the century. • The frequency and intensity of extreme weather events such as heavy rainfall, high temperatures, and droughts will increase significantly worldwide. • The average sea level worldwide will rise 0.8–1.2 meters by the end of the century. Given the uncertainty of ice sheet melting processes, water levels could reasonably rise at a significantly faster pace than in existing trends.	

Note: Numerical values in the scenario descriptions and graphs represent the deviation from values expected prior to the Industrial Revolution. "Extreme" refers to weather events with a probability of occurring once in 10 years.

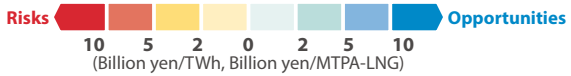
Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Assessment of Impact on Our Business

We define the timelines in which climate-related risks and opportunities are expected to arise as short-term (through 2030), medium-term (2031–2035), and long-term (2036–2050). These align with the periods of our strategic environmental targets: JERA Environmental Target 2030, JERA Environmental Commitment 2035, and JERA Zero CO_2 Emissions 2050. Based on these timelines, we listed climate change-related risks and opportunities for our business based on the scenarios on the previous page.

For each of the identified major risks and opportunities, we first determined the business activities in which they are likely to manifest or concentrate, and then conducted sensitivity analyses of the potential financial impacts on those business activities. The legend on the right side is classified into four colors that indicate the financial impact per unit of activity over the short-term (through 2030), medium-term (2031–2035), and long-term (2036–2050) periods for each risk and opportunity.

We will work to reduce the risks and seize the opportunities through JERA Zero CO_2 Emissions 2050, as well as other efforts and measures.



Risk/Opportunity Categories: Projected Changes in Business Circumstances	Impact on JERA	Analysis of Potential Financial Impact Sensitivity on JERA						JERA's Measures and Examples of Related Initiatives
		Method of Assessment	Corresponding Business	Unit	2030	2035	2050	
▼1.5°C Scenario								
Policy and Regulatory: Stricter Regulation of Fossil Fuel Use	Increased operating costs due to carbon pricing	Sensitivity of carbon cost increase per unit of thermal generation	Power generation	Billion yen/ TWh				**Reducing Emissions by Promoting JERA Zero CO_2 Emissions 2050** ● JERA Zero CO_2 Emissions 2050 ➔ P.19 ● JERA Zero CO_2 Emissions 2050 Roadmap for Our Japan Business Blueprint for Achieving Net-Zero CO_2 Emissions ➔ P.20-21 ● Emission Indicators and Targets ➔ P.20 **Recommendations and Involvement in Energy and Global Warming Policy** ● Participation in the GX League
		Sensitivity of carbon cost increase per unit of LNG production	Fuel upstream	Billion yen/ MTPA-LNG				
	More efficient energy consumption through stricter energy conservation regulations	Sensitivity to decreases in operating costs per point of improvement of thermal power generation efficiency	Power generation	Billion yen/ TWh				**More Efficient Energy Consumption Through Power Source Renewal** ● Promoting replacement of aging thermal power plants in Japan ● Shutdown of inefficient coal-fired power plants **Reducing Power Plant Operation Costs to Improve Price Competitiveness for Power Sources** ● Improving O&M model efficiency using best practices from both shareholder companies ● Streamlining through procurement and outsourcing of materials and equipment utilizing economies of scale ● Optimization of power plant business and operation by promoting digital power plants
Technology: Changes in Energy Supply Structure Through the Development and Introduction of Non-Fossil Energy Technologies	Reduced utilization rate of traditional thermal power sources due to an increase in low-carbon energy and grid diversification	Sensitivity to reduced sales due to lower amounts of thermal power generation	Power generation	Billion yen/ TWh				
	Expansion of business opportunities through development and lowered costs for hydrogen and ammonia fuel technology	Sensitivity to operation cost reduction by replacing coal with ammonia	Power generation	Billion yen/ TWh				**Promoting the Development of Zero CO_2 Emissions Thermal Power Technology** ● Starting considerations on establishment of a CCUS value chain at Yokosuka Thermal Power Station ● Joint development and demo tests of high-efficiency hydrogen generation technology with DENSO Corporation **Establishing Hydrogen and Ammonia Supply Chains** ● Promoting collaboration with leading companies, both domestic and overseas, at each stage of the value chain ● Clean hydrogen and ammonia transaction volume target (FY2035 total): approx. 7 million tonnes
		Sensitivity to operation cost reduction by replacing LNG with hydrogen	Power generation	Billion yen/ TWh				
	Expanded business opportunities provided by reduced technology costs for renewable energy and storage batteries	Sensitivity to operation cost reduction by lowering construction and operation maintenance costs for offshore wind power	Power generation	Billion yen/ TWh				**Promoting the Development of Renewable Energy Sources** ● Development output target for renewable energy (FY2035 total): 20 GW ● Basic agreement on the launch of JERA Nex bp, an offshore wind joint venture with bp ● Joint demo test of perovskite solar cells at Yokosuka Thermal Power Station **Promoting Adoption of Renewable Energy Through Storage Batteries** ● Basic agreement on comprehensive collaboration for joint promotion of storage battery-related business with PowerX, Inc.
		Sensitivity to operation cost reduction by lowering construction and operation maintenance costs for solar and onshore wind power	Power generation	Billion yen/ TWh				

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Risks ← → Opportunities

10 5 2 0 2 5 10

(Billion yen/TWh, Billion yen/MTPA-LNG)

Risk/Opportunity Categories: Projected Changes in Business Circumstances	Impact on JERA	Analysis of Potential Financial Impact Sensitivity on JERA						JERA's Measures and Examples of Related Initiatives
		Method of Assessment	Corresponding Business	Unit	2030	2035	2050	
▼1.5°C Scenario								
Market and Services: Increased Demand for Electricity Driven by Economic Growth and Electrification	Expanded opportunities to supply power	Sensitivity to increases in sales due to reduced volume of electricity sold	Power generation	Billion yen/ TWh				**Flexible Reallocation of Investments Based on Market Environment, Technological Innovations, and Policy Trends** ● Cumulative investment in three strategic positionings (LNG, Renewable Energy, Hydrogen and Ammonia) from FY2024 to FY2035: 5 trillion yen ➔ P.03
Market and Services: Transforming the Value of Energy	Decrease in fuel sales and trading due to reduced fossil fuel prices	Sensitivity to the decrease in LNG sales due to falling LNG prices	Fuel upstream	Billion yen/ MTPA-LNG				**Maintenance of a Flexible and Competitive Fuel Procurement and Sales Portfolio** ● Promotion of fuel procurement that is highly stable, competitive, and flexible in operation, utilizing upstream interest and fuel transports on hand ➔ P.32 ● Optimization of flexible procurement, resale, etc., through JERAGM ➔ P.33 ● Consideration of collaboration to establish and strengthen the LNG value chain
		Sensitivity to the decrease in LNG trading sales due to falling LNG prices	Transportation and trading	Billion yen/ MTPA-LNG				
	Increased customer demand for green products and services due to the rise in non-fossil value	Sensitivity to carbon costs avoided through green power production	Power generation	Billion yen/ TWh				**Provision of Added Value Through Clean Energy Supply Platform** ● Acquisition of patent for prediction and optimal control technology to realize 24/7 carbon-free electricity[1] ● Start of hourly matching[2] for electricity supply through JERA Cross *1 Refers to any electricity source that does not emit CO_2 for 24 hours a day, 7 days a week, 365 days a year. *2 Aligning carbon-free power generation with carbon-free power consumption on an hourly basis.
		Sensitivity to carbon costs avoided through green fuel production	Fuel upstream	Billion yen/ MTPA-LNG				
Market and Services / Reputation: Growing Global Awareness of Climate Change	Financial constraints due to limited investment in and divestment from the fossil fuel business	Sensitivity to increased operating costs when the funding procurement cost for power generation businesses worsens by 1 point	Power generation	Billion yen/ TWh				**Active Information Dissemination to Stakeholders** ● Appropriate information dissemination regarding net-zero CO_2 emissions initiatives ● Communication with local communities through JERA Museum Hekinan, a facility for community engagement
	Expanded opportunities to invest in clean energy projects and utilize climate transition finance	Sensitivity to increased operating costs when the funding procurement cost for power generation businesses improves by 1 point	Power generation	Billion yen/ TWh				**Diversification of Financing Methods** ● Issuance of transition-linked bonds ● Financing through transition-linked loans
▼4°C Scenario								
Acute: More Frequent/Severe Natural Disasters	Increased cost of disaster response	Sensitivity to increased operating costs from switching power sources due to facility shutdown and output constraints	Power generation	Billion yen/ TWh				**System Reinforcement in the Event of Large-Scale Disaster** ● Establishing emergency disaster countermeasure regulations and related manuals ● Implementing periodic disaster drills ➔ P.85 ● Improving JERA's BCP and BCM ➔ P.85 ● Conclusion of an agreement on mutual cooperation with the Fourth Regional Coast Guard Headquarters in disaster recovery activities **Business and Supply Chain Diversification** ● Promoting power source portfolio diversification through zero CO_2 emissions thermal power development and the expansion of renewable energy sources ● Promoting diversification of procurement sources and business regions
Chronic: Chronic Changes in Climate Patterns	Increased operational restrictions on facilities due to factors like drought							

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Assessment of Impact on Our Business: A Deep Dive into the 1.5°C Scenario

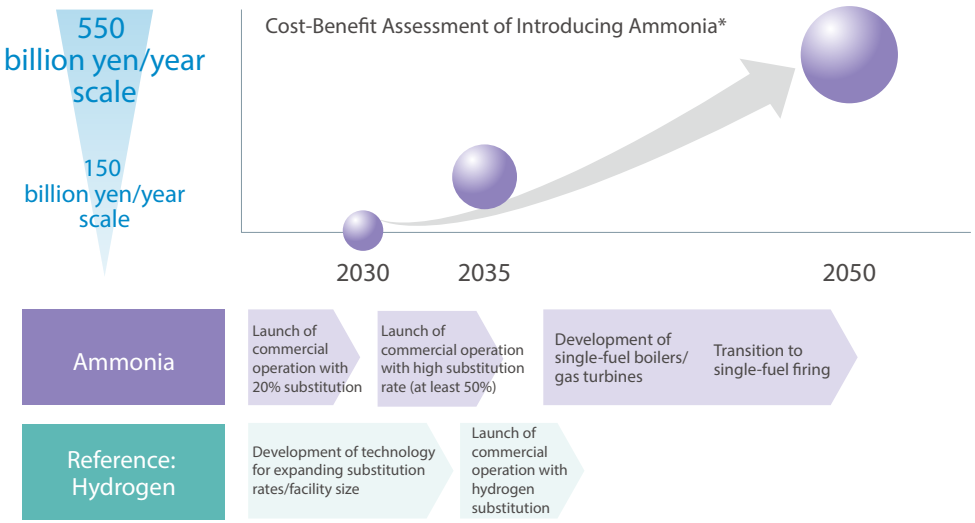
We formulated a new long-term vision toward 2035 in light of the steady progress we have made in our business toward achieving JERA Zero CO_2 Emissions 2050 since announcing it in October 2020 and also changes in the business environment after 2020. We also unveiled a set of new environmental targets for achieving the new vision: JERA Environmental Target 2035.

We will update the JERA Zero CO_2 Emissions 2050 Roadmap for Its Business in Japan based on the new targets and present our updated plan for introducing hydrogen and ammonia substitution in Japan.

As with the previous deep dive into scenario analysis in line with the TCFD Recommendations in FY2024, we analyzed the financial impact on JERA, targeting the introduction of ammonia into our power generation business which JERA is advancing the technology development, assuming the 1.5°C scenario and the upstream plan for introducing ammonia in Japan.

Our analysis revealed potential cost advantages on the order of 150 billion yen per year by 2035 and 550 billion yen per year by 2050 compared to the scenario in which we continue using coal.

We will continue to proactively develop large-scale fuel ammonia power generation technology and other decarbonization technologies in addition to devoting energy to ensuring the economic viability of the technologies so that they can help the world move away from carbon as a source of energy.



* All figures calculated based on assumed parameters (e.g., reference scenario). Actual cost effectiveness may differ as business circumstances change. The sizes of the circles in the graph illustrate ammonia amounts. Hydrogen is not included in the scope of this impact assessment. The plan for introducing hydrogen is provided here for reference.

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Strategies for Natural Capital

We adopted the LEAP approach advocated in the TNFD disclosure framework to ascertain the relationship between the dependencies and impacts of our business on nature and assess risks and opportunities.

Locating Our Interface with Nature

Locate → E → A → P

In the L (Locate) stage of LEAP, we used IBAT*1 and other tools to identify whether our business locations are in areas susceptible to the impacts of natural capital and biodiversity. We set the scope of evaluation to key upstream LNG development businesses and thermal and renewable power generation businesses in our value chain.

Areas identified as high-stress/critical at each location

In addition to the results from IBAT and other analytical tools, we identified five priority locations warranting special consideration given the operating status of facilities and the actual usage of natural capital (especially water resources) at each location. We will continue to take proper measures in accordance with laws and regulations and engage with our stakeholders.

Value Chain Stage	Location Name		Eco-sensitive Areas			Description*2
			Biodiversity Importance	Water Stress	Indigenous Peoples and Local Communities	
Direct operation (upstream development business)	Gas field	Wheatstone LNG, Australia	●	⬚	○	The largest gas field in our upstream development business in terms of LNG procurement overlaps with a protected area.
Direct operation (upstream development business)	Liquefaction plant	Wheatstone LNG, Australia	○	■	●	Ashburton North—the location of the liquefaction plant—has a confirmed overlap with land managed by Indigenous peoples.
Direct operation (upstream development business)	Liquefaction plant	Gorgon LNG, Australia	●	■	○	Barrow Island—the location of the liquefaction plant—has a confirmed overlap with an area of biodiversity importance and a protected area, as well as high water stress.
Direct operation (power generation business)	LNG power generation	Futtsu Thermal Power Station	●	■	○	Our largest LNG thermal power plant in terms of power generation, dependent on water resources (industrial water and seawater).
Direct operation (power generation business)	Coal power generation	Hekinan Thermal Power Station	●	■	○	Our largest coal-fired power plant in terms of power generation, dependent on water resources (industrial water and seawater).

*1 IBAT: A biodiversity assessment tool developed by the International Union for Conservation of Nature (IUCN) and others. *2 We used tools to analyze the integrity and rapid degradation of ecosystems, and took the results into account when identifying priority areas.

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Analyzing Dependencies and Impacts

L → **Evaluate** → A → P

In the Evaluate stage of LEAP, we used ENCORE* to elucidate the relationship between the dependencies and impacts of our value chain on nature, in line with the business environment. With ENCORE, we can select the relevant business or production process and analyze its dependencies and impacts on nature in five levels.

Dependency/Impact
Low ■ ■ ■ ■ ■ High
Blank columns are not applicable

			Coal Procurement	LNG Procurement	Thermal Power Generation	Solar Power Generation	Wind Power Generation	Biomass Power Generation
Dependencies	Supply Services	Biomass						Yellow
		Water	Yellow	Light blue	Gray	Dark blue	Dark blue	Light blue
	Coordination Services	Water volume control	Yellow	Gray	Yellow	Gray	Gray	Light blue
		Water purification	Red	Dark blue	Gray			Gray
		Solid waste purification	Light blue	Light blue	Gray			Light blue
		Air filtration	Dark blue	Dark blue	Dark blue			Dark blue
		Climate control	Yellow	Yellow	Gray	Red	Red	Dark blue
		Flooding mitigation	Yellow	Yellow	Gray	Gray	Yellow	Dark blue
		Storm impact mitigation	Gray	Light blue	Light blue	Gray	Gray	Dark blue
		Erosion control	Gray	Light blue	Gray	Gray	Gray	Light blue

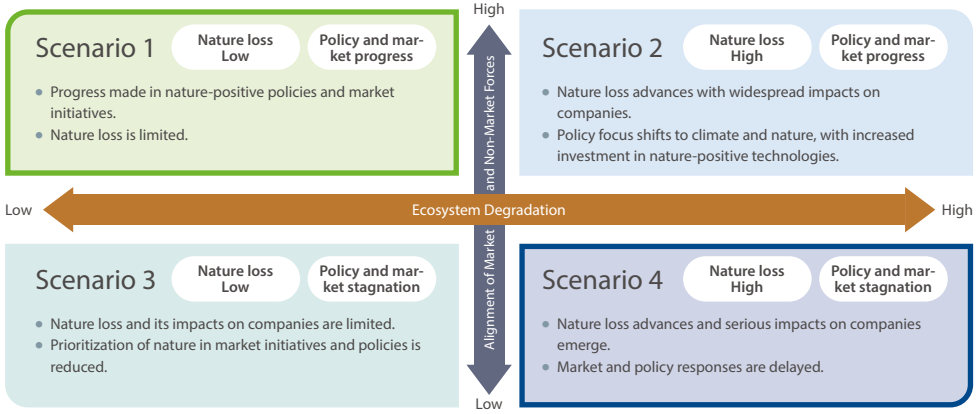
			Coal Procurement	LNG Procurement	Thermal Power Generation	Solar Power Generation	Wind Power Generation	Biomass Power Generation
Impacts	Land Use	Land areas	Gray	Light blue	Gray	Light blue	Yellow	Gray
		Freshwater areas	Yellow	Yellow	Gray			
		Underwater areas		Yellow			Gray	
	Resource Extraction	Water consumption	Gray	Gray	Gray	Light blue	Light blue	Gray
	Climate Change	GHG emissions	Red	Yellow	Red			Yellow
	Pollution	Non-GHG emissions	Yellow	Yellow	Gray			Yellow
		Harmful substances (water and soil)	Yellow	Yellow	Gray	Dark blue	Dark blue	Gray
		Nutrients (water and soil)						Light blue
		Solid waste	Gray	Gray	Yellow	Dark blue	Dark blue	Yellow
	Disturbance	Introduction of invasive species	Dark blue	Dark blue				

* ENCORE: An analytical tool for visualizing how business activities depend on and may impact nature, developed jointly by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), financial institutions, and others. The analysis is based on data as of October 2024.

Assessing Risks and Opportunities, and Preparing to Take Action

L → E → **Assess** → **Prepare**

The TNFD framework outlines four scenarios based on two axes of uncertainty: ecosystem degradation (i.e., nature loss, representing physical risk) and the alignment of market and non-market forces (i.e., policy and market progress, representing transition risk). We selected two of these scenarios that are expected to have a particularly large impact on our business for the assessment of risks and opportunities.



Source: Compiled based on the Recommendations of the Taskforce on Nature-related Financial Disclosures.

1. Scenario with shift toward nature-positive policies, markets, and companies

Nature loss: Control and recovery | **Policies and markets: Progress significantly**

Under this scenario, progress toward nature-positive policies, markets, and corporate initiatives helps reduce and recover from nature loss. In the power generation business, there is minimal impact from nature loss. In fuel procurement and direct operations, the establishment and tightening of environmental regulations could lead to major impacts such as shutdowns or operational restrictions.

4. Scenario with nature loss due to stagnated shift toward nature-positive initiatives

Nature loss: Progresses significantly | **Policies and markets: Generally unchanged**

Under this scenario, stagnation in nature-positive policies, markets, and corporate initiatives causes nature loss to progress. The subsequent reduction in water resource supply would impact power generation operations, and the increase in disasters associated with nature loss would majorly impact business.

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Assessing Risks and Opportunities, and Preparing to Take Action

L → E → Assess → Prepare

In the Assess and Prepare stages of LEAP, we exhaustively identified nature-related risks and opportunities in our business based on the results of dependencies and impacts on nature from the Evaluate stage. We defined the risks and opportunities according to three timeframes: short-term (through 2030), medium-term (2031–2035), and long-term (2036–2050). These align with the periods of our strategic environmental targets: JERA Environmental Target 2030, JERA Environmental Target 2035, and JERA Zero CO_2 Emissions 2050. After identifying the business activities in which these risks and opportunities are likely to manifest or concentrate, we evaluated their significance to those activities, taking into account both the likelihood of occurrence and their scale.

Importance to Our Business

Risks ← → Opportunities

Value Chain Stage	Overview	Corresponding Business	Importance	Period	JERA's Measures and Examples of Related Initiatives
▼Transition Scenario: Scenario with Shift Toward Nature-Positive Policies, Markets, and Companies					
Fuel procurement	Suspending or limiting thermal power generation operations due to the development/strengthening of environmental regulations during the fuel procurement phase	Coal		Short- to long-term	**Environmentally Responsible Fuel Procurement** • Monitoring regulatory trends and complying with laws and regulations • Launching a joint initiative with KOGAS to reduce methane emissions in the LNG value chain • Using pellets certified by the Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC) • Using scrap wood from sawmills (e.g., wood that cannot be used in construction or to make furniture) as a raw material for pellets • Engaging with stakeholders
		LNG		Medium- to long-term	
		Biomass		Medium- to long-term	
	Emergence of reputational risks and cost of response in thermal power generation due to impacts on the environment, local communities, and Indigenous peoples during the fuel procurement phase	Coal		Short- to long-term	
		LNG		Medium- to long-term	
		Biomass		Medium- to long-term	
Power generation	Increased cost of compliance with, and fines/penalties from stricter environmental regulations and laws on waste, water contamination, land development, etc.	Thermal (all types)		Medium- to long-term	**Prevention of Air and Water Pollution** • Complying with laws and regulations to prevent air pollution and other types of environmental pollution • Preventing air pollution by installing exhaust gas denitration and desulfurization equipment, electrostatic precipitators, and the like, and improving combustion methods ➔ P.46 • Implementing water quality conservation measures ➔ P.46 **Resource Recycling** • Reusing coal ash from thermal power plants as a raw material for cement and the like • Reducing waste from, and recycling plastic products **Promotion of Environmental Conservation Activities** • Properly maintaining green spaces in accordance with the Factory Location Act and other legislation • Conserving and maintaining rare species (low-noise construction in consideration of falcons, installing birdhouses for habitat conservation) • Participating in the Inochi-wo-Tsunagu ('Life Sustaining') PROJECT and carrying out activities aimed at improving biodiversity and creating an ecosystem network (Chita Thermal Power Station) • Participating in the Initiative Based on the Declaration of Biodiversity by Keidanren (Japan Business Federation) • Enhancing our Sustainability Promotion System ➔ P.41 • Providing environmental education for power plant employees
		Offshore wind		Medium- to long-term	
		Solar		Medium- to long-term	
	Increased reputational risk and cost of response from impacts on nature	Thermal (all types)		Short- to long-term	
		Offshore wind		Short- to long-term	
		Solar		Short- to long-term	
	Stricter reporting requirements on nature-related impacts and risks, increased cost of monitoring and reporting	All		Short- to long-term	
	Expansion of environmental green bonds and other fundraising opportunities	All		Short- to long-term	
	Improved reputation among investors, NGOs, and local communities through activities that have a positive impact on nature (e.g., protected areas) and positive engagement with local communities	All		Short- to long-term	
▼Physical Scenario: Scenario with Nature Loss Due to Stagnated Shift Toward Nature-Positive Initiatives					
Fuel procurement	Supply chain disruptions due to natural disasters, increased costs associated with response	Coal		Short- to long-term	**Business and Supply Chain Diversification** • Promoting power source portfolio diversification through zero CO_2 emission thermal power development and the expansion of renewable energy sources • Promoting diversification of procurement sources and business regions **System Reinforcement in the Event of Large-Scale Disaster** • Establishing emergency disaster countermeasure regulations and related manuals • Implementing periodic disaster drills ➔ P.85 • Improving JERA's BCP and BCM ➔ P.85 • Conclusion of an agreement on mutual cooperation with the Fourth Regional Coast Guard Headquarters in disaster recovery activities
		LNG		Short- to long-term	
		Biomass		Short- to long-term	
	Production stoppages and increased water management costs due to reduced supply from water resources	Coal		Short- to long-term	
		LNG		Short- to long-term	
		Biomass		Short- to long-term	
	Diversify suppliers, ensure resilience in procurement by improving resource efficiency, reduce and stabilize procurement costs	Coal		Short- to long-term	
		LNG		Short- to long-term	
		Biomass		Short- to long-term	
Power generation	Increased costs associated with dealing with shutdowns, reduced sales, and other problems caused by natural disasters	Thermal (all types)		Short- to long-term	
		Offshore wind		Short- to long-term	
		Solar		Short- to long-term	
	Restricted water supply to factories and decrease in production and sales due to drought, water contamination, etc.	Thermal (all types)		Short- to long-term	

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Biodiversity Conservation Initiatives

Participation in the 30by30 Alliance

We are a member of the 30by30 Alliance for Biodiversity, aiming to help achieve the target of efficiently conserving more than 30% of land and sea areas as thriving ecosystems by 2030 in order to halt biodiversity loss and take a path of recovery toward a nature-positive future. When constructing and replacing power plants, we conduct environmental impact assessments and strive to conserve biodiversity by applying the mitigation hierarchy (avoidance, minimization, restoration, etc.) to reduce negative impacts on biodiversity from business activities.

Panoramic view of Yokosuka Thermal Power Station

Certification as an OECM Site (Kurihama Forest at Yokosuka Power Station)

"Other Effective area-based Conservation Measure" (OECM) refers to an area certified by the Ministry of the Environment as being conserved for biodiversity through private-sector initiatives, such as company-owned forests, satoyama landscapes, and urban green spaces. The OECM initiative was launched in FY2023 toward achieving a nature-positive future. From FY2025, the initiative will be incorporated into law under the Act on Promoting Activities to Enhance Regional Biodiversity.

Located in Yokosuka City, Kanagawa Prefecture, Kurihama Forest is a 10.5-hectare green space managed as part of Yokosuka Thermal Power Station. It was certified as an OECM in FY2024. In FY2023, part of JERA's Chita Thermal Power Station was also certified as an OECM under the name "Chita Peninsula Green Belt" in cooperation with nearby companies and NPOs.

At the Yokosuka Thermal Power Station, which began operation in 1960, we have been continuously managing vegetation, including regular weeding, tree trimming, and pruning in the neighborhood in cooperation with local residents, power plant employees, and their families. The site has been preserved as a secondary natural environment in a condition close to that of a natural forest, home to a diverse variety of flora and fauna, including rare species. Species originating from planted trees, such as the Oshima cherry, coexist with highly valued natural vegetation like Castanopsis sieboldii (Itajii chinkapin).

A 2024 survey confirmed 32 plant species and 235 animal species at the site, including three plant species, seven bird species, two reptile species, and four insect species listed on the Ministry of the Environment and Kanagawa Prefecture Red Lists. In the past, falcons, designated as a rare endangered species in Japan, have also been observed nesting and incubating eggs within the power station grounds.

Through proper maintenance and management of this OECM, we strive to minimize negative impacts on biodiversity and ensure its effective conservation.

Raccoon dog

Falcon

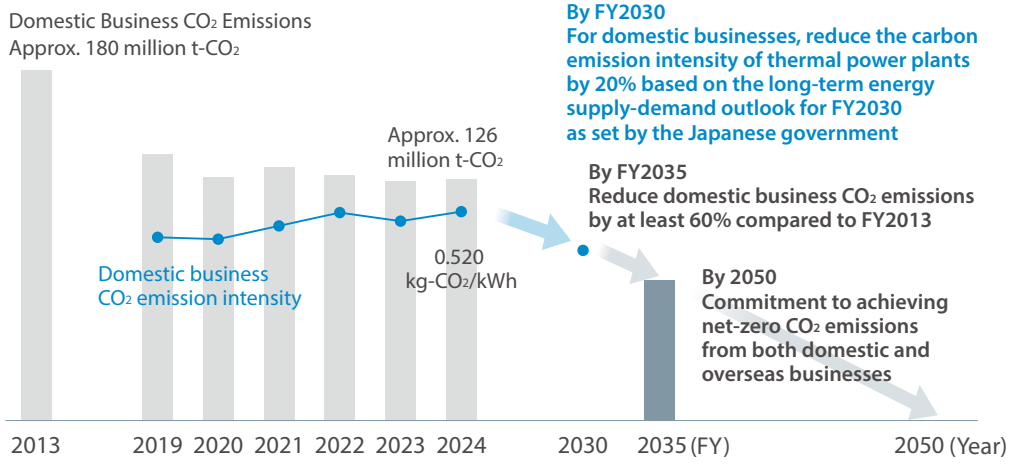
Itajii chinkapin trees

Climate- and Nature-related Disclosures (Response to TCFD and TNFD Recommendations)

Metrics and Targets

We view JERA Zero CO_2 Emissions 2050 as a long-term goal and have developed a roadmap for achieving it as well as interim targets for CO_2 emissions in 2030 and 2035. Additionally, we continue to calculate and assess actual results each year to manage our progress. We have also formulated the JERA Group Sustainability Policy and expanded pre-financial KPIs for 2024. We will continue to promote efforts toward sustainable management.

Net-Zero CO_2 emissions ➡ P.19-21
Sustainability Management ➡ P.41-43



Visualization of Avoided Emissions to Achieve a Carbon-Neutral Society

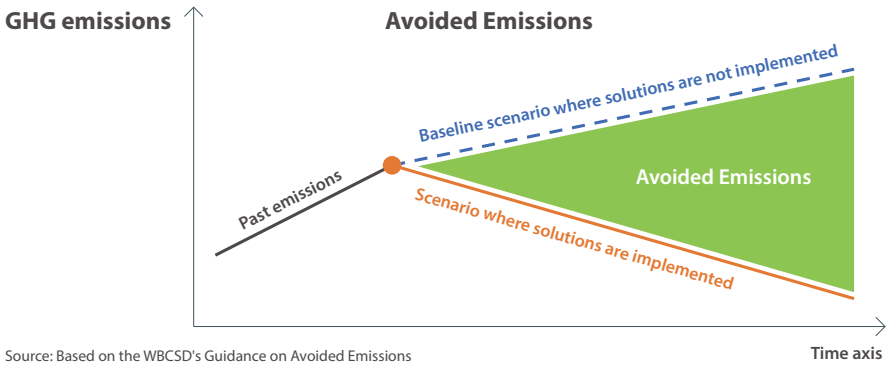
What Are Avoided Emissions?

"Avoided emissions" is a metric that estimates, under certain assumptions, the amount by which a company has contributed or could contribute to reducing greenhouse gas (GHG) emissions across society through solutions such as its products and services. This reduction amount may be based either on actual emissions reductions achieved through solutions already implemented (actual results) or on estimated reductions expected from future implementation of such solutions.

Avoided emissions are evaluated based on a different concept than Scope 1, 2, and 3 emissions, which measure a company's direct and indirect emissions. Scope 1 represents a company's direct emissions; Scope 2 refers to indirect emissions from the use of electricity, heat, or steam supplied by external sources; and Scope 3 includes all other indirect emissions in the supply chain.

In contrast, avoided emissions are evaluated by comparing the GHG emissions in a scenario where the company's solutions have been (or will be) implemented with those in a baseline scenario where such solutions are not implemented. This approach clarifies how much a company's business activities can contribute to reducing GHG emissions across society and enables the assessment of the emission reduction effects of new technologies and solutions. To promote these efforts and support accurate calculation, organizations such as the World Business Council for Sustainable Development (WBCSD) and the GX League are advancing the development of methodologies for utilizing avoided emissions.

While referring to these frameworks, we calculate and disclose the avoided emissions from our business activities, an environmental contribution metric that reflects both potential and actual future emissions reductions, in addition to the traditional Scope 1, 2, and 3 emissions. This allows us to explain to our stakeholders how we are contributing to the realization of a sustainable society.



Source: Based on the WBCSD's Guidance on Avoided Emissions

Visualization of Avoided Emissions to Achieve a Carbon-Neutral Society

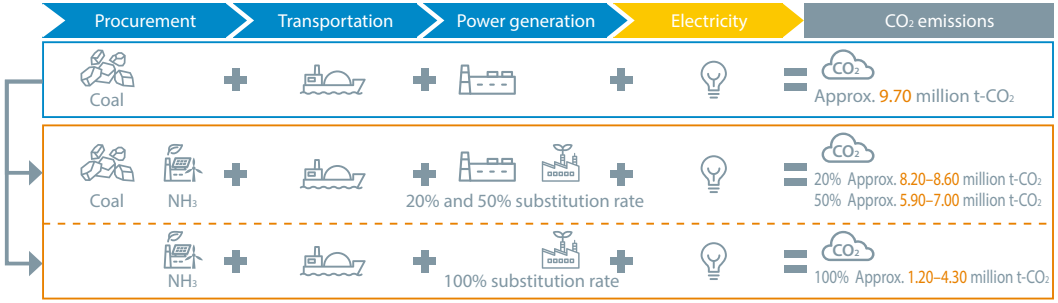
Avoided Emissions from Our Business Activities

We evaluate and calculate the projected avoided emissions of our solutions related to power and fuel supply businesses, such as fuel substitution with ammonia at thermal power plants, development of renewable energy, and provision of hydrogen and ammonia, based on certain assumptions. In conducting these evaluations, we refer to the WBCSD guidance and the GX League basic guidelines, and calculate the annual reduction in emissions (flow-based) with full consideration of the entire life cycle.

Our Business → Usage by Customers

Fuel Substitution with Ammonia at Thermal Power Plants

Avoided Emissions: Up to Approx. 8.50 million t-CO_2



How We Calculate Avoided Emissions

We calculate the avoided emissions for Hekinan Thermal Power Station, where fuel substitution with ammonia is ongoing, at each stage of substitution rate—20%, 50%, and 100%—by estimating the reduction achieved through avoiding the use of traditional coal. Since the use of ammonia is premised on substituting for conventional coal-fired power generation, emissions from coal-fired power generation at the same power station are used as the baseline for comparison.

Hydrogen and Ammonia Strategy ➡ P.26-27

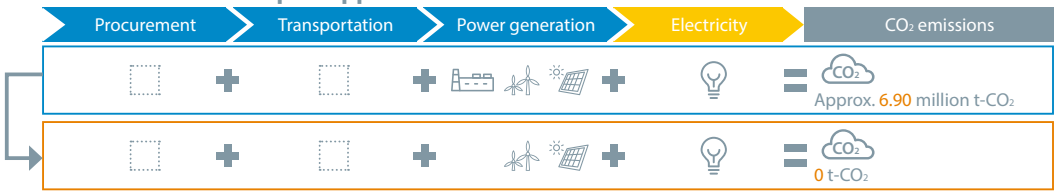
Calculation Conditions

Baseline Scenario
- Subject: Hekinan Thermal Power Station Units 4 and 5
- Duration: 1 year
- Fuel: Coal
- Boundary: From procurement to power usage

Implementation Scenario
- Subject: Hekinan Thermal Power Station Units 4 and 5
- Duration: 1 year (substitution rates: 20%, 50%, 100%)
- Fuel: Ammonia (blue or green)
- Boundary: From procurement to power usage

Development of Renewable Energy

Avoided Emissions: up to Approx. 6.90 million t-CO_2



How We Calculate Avoided Emissions

We calculate the avoided emissions achieved by reducing the emission intensity* of grid power through the development of 20 GW of renewable energy by FY2035, as outlined in the JERA Growth Strategy. Since the development of new renewable energy sources is not a replacement for a specific power source, the emission intensity of grid electricity is set as the baseline for comparison.

Renewable Energy Strategy ➡ P.28-29

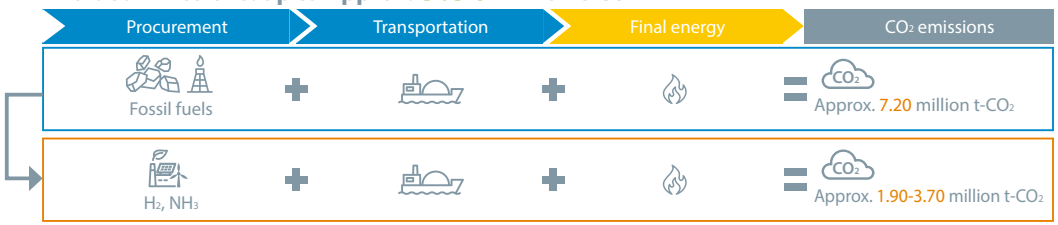
Calculation Conditions

Baseline Scenario
- Duration: 1 year (FY2035)
- Boundary: From generation to power usage

Implementation Scenario
- Duration: 1 year (FY2035)
- Boundary: From generation to power usage

Provision of Hydrogen and Ammonia

Avoided Emissions: up to Approx. 5.30 million t-CO_2



* Estimated based on IEA World Energy Outlook 2024 APS (Japan)

How We Calculate Avoided Emissions

We calculate the avoided emissions achieved by avoiding the use of fossil fuels through the handling and supply of approximately 7 million tonnes of hydrogen and ammonia (in ammonia equivalent) by FY2035, as outlined in the JERA Growth Strategy. We assume existing fossil fuel substitution with hydrogen and ammonia provided by our company, and set the emissions associated with fossil fuel use as the baseline for comparison. Deduction is made for ammonia consumption assumed in the fuel substitution with ammonia at thermal power plants.

Hydrogen and Ammonia Strategy ➡ P.26-27

Calculation Conditions

Baseline Scenario
- Duration: 1 year (FY2035)
- Fuel: Fossil fuels*
- Boundary: From procurement to final energy use

Implementation Scenario
- Duration: 1 year (FY2035)
- Fuel: Hydrogen and ammonia (blue or green)
- Boundary: From procurement to final energy use

Human Capital (Our People)

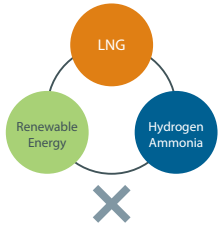
Management Strategies and Talent Acquisition and Retention Strategy

Management Strategies

Vision

Growth Strategy

3 SPs: Strategic Positionings



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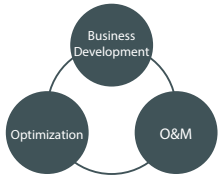
3 OCs: Operational Capabilities



Providing Optimal Solutions

Agile Reconfiguration of our Business Portfolio

Increasing the Chances of Success

Talent Acquisition and Retention Strategy

Value	Action
Offensive **Aligning business strategy with talent**	**Identifying capabilities required to achieve business strategies and fulfill them through flexible personnel policies**
Defensive **Building a strong foundation that allows our talent to feel secure taking on new challenges**	**Building an organization that ensures our diverse talent can work safely, stay healthy, take pride in their work, grow, and take on new challenges**

Offensive HR

Defensive HR

Driving Growth through "Offensive" and "Defensive" Approaches

Taisuke Yokota
Senior Managing Executive Officer
Chief Human Resources Officer (CHRO)

Ensuring the happiness of employees and their families

The Human Resources division views our talent as the source of the JERA Group's growth and upholds the policy of JERA becoming a world-class company that ensures the well-being of both its employees and their families. Recognizing that well-being takes different forms depending on individual values and backgrounds, we are committed to implementing a variety of HR initiatives to help realize all forms of well-being.

Ensuring the well-being of diverse talent requires cultivating a flat, innovative culture where employees can express their individuality and values and feel engaged in their work. Through promoting diversity and inclusion and strengthening connections among people and departments, we will foster both individual well-being and increased corporate value.

Driving growth through "offensive" and "defensive" approaches to talent acquisition and retention

We are committed to driving the JERA Group's growth and corporate value creation through both "offensive" and "defensive" approaches to talent management.

The "offensive" approach involves acting as a business partner to each division and swiftly optimizing our portfolio of talent in line with agile changes to the business portfolio. By flexibly and proactively addressing gaps in talent, we improve the likelihood of successfully implementing our strategies from a human capital perspective.

The "defensive" approach is about building a resilient foundation that enables employees to take on challenges with confidence. We ensure employee safety and well-being by engaging in dialogue to understand workplace realities and implementing HR initiatives that meet employee needs. This creates an environment where employees can take on challenges with pride and a sense of ownership.

Human Capital (Our People)

Offensive Approach to Talent Acquisition and Retention Strategy
Aligning Business Strategy with Talent

Our talent acquisition and retention strategy begins with defining and understanding the capabilities required, both qualitatively and quantitatively, to achieve our business strategies. Leveraging job-based talent management, we deliver a variety of solutions to flexibly find individuals who meet the required capabilities. By implementing a cycle that optimizes our talent portfolio through these initiatives, we aim to enhance the likelihood of achieving our business strategies, even as the group's business environment continues to evolve.

Identifying Capabilities

We define capabilities by mapping out each division's responsibilities in detail and classifying the necessary roles and skills for each job grade.

We then assess the capabilities necessary to achieve our business strategies, evaluate and compare them against the existing talent's capabilities, and qualitatively and quantitatively identify capabilities that need to be supplemented.

Capabilities for Achieving Business Strategies

Envisioned Future		Lv 5	Lv 4	Lv X
Professional abilities	Building XXX	20	50	130
	XXX Operations	30	30	120
	XXX	40	30	200
General abilities	Accounting	20	30	150
	Analytics	30	40	180
	XXX	15	20	140

Gap

		Lv 5	Lv 4	Lv X
Professional abilities	Building XXX	▲15	▲10	20
	XXX Operations	▲20	▲15	10
	XXX	▲35	▲15	0
General abilities	Accounting	▲15	▲20	▲10
	Analytics	▲25	▲10	20
	XXX	▲5	0	10

Capabilities of Current Talent

Current Status (Issues)		Lv 5	Lv 4	Lv X
Professional abilities	Building XXX	5	40	150
	XXX Operations	10	15	130
	XXX	5	15	200
General abilities	Accounting	5	10	140
	Analytics	5	30	200
	XXX	10	20	150

Fulfilling Needs with Flexible HR Efforts

After identifying the capabilities that need to be supplemented, we fulfill those needs dynamically through three core HR measures: acquiring talent, increasing talent mobility within the group, and providing growth opportunities. We are also shifting toward job-based talent management, which forms the foundation of these efforts.

Human Capital (Our People)

Moving to Job-Based Talent Management

One of our key challenges is acquiring top talent with the capabilities necessary to increase the likelihood of achieving our business strategies. The competition for talent is intensifying not only on a global scale but also within Japan, where structural social challenges such as rapid population aging and labor market rigidity are significantly impacting the talent acquisition landscape. Additionally, on an individual level, the diversification of lifestyles and working styles, as well as changing personal values and career awareness, have made talent management increasingly complex and multifaceted. In response to these circumstances, we are shifting toward a job-based talent management system to maintain and improve our high level of market competitiveness and boost employee engagement.

Shift to Job-based Talent Management

Our job-based talent management considers the unique characteristics of the Japanese labor market, such as limited talent mobility and the potential-focused hiring of new graduates, and structures the entire employee lifecycle—including compensation levels, employment types, recruitment processes, performance evaluations, and career development—based on the job itself rather than seniority or demographics.

As of April 2024, we have applied a job-based compensation system to all supervisory positions.

Job-Based Management System

	Japanese Market	Job-Based Talent Management	Global Market
Employment Practices	Lifetime employment Obligation to employ until age 65	Lifetime employment Obligation to employ until age 65	Career changes for upward mobility Termination due to performance
Hires	Employment based on potential	New graduates: Hired based on potential Mid-career: Hired for specific positions	Hired for specific positions
Evaluation and Promotion	Emphasis on internal fairness (pay for person)	Supervisory: Linked to a specific position (pay for job) Non-supervisory: Reflects ability development (pay for person)	Linked to specific positions (pay for job)
Compensation	Non-market related	Industry-specific market alignment	Role-specific market alignment
Career Development	Company-initiated	Individual-driven	Individual-driven

Talent Acquisition

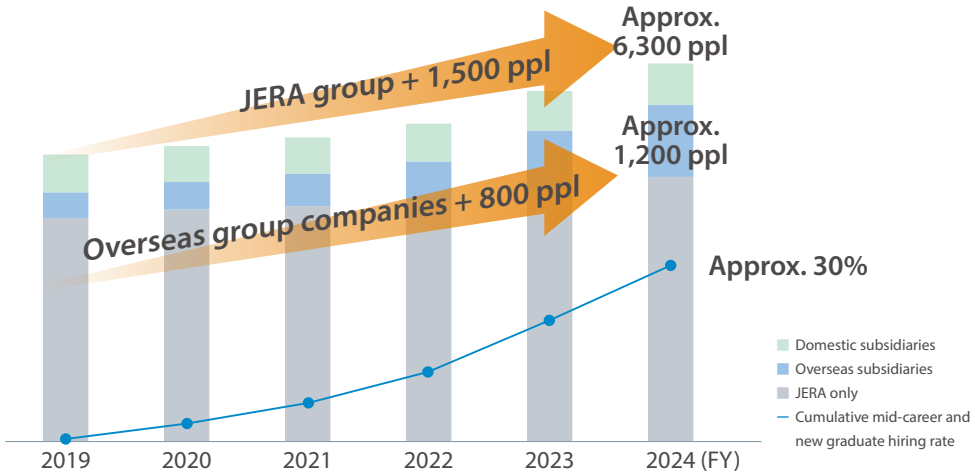
We are focused on acquiring top talent across the entire group to qualitatively and quantitatively meet the capabilities required to achieve our business strategies.

In mid-career hiring, we actively implement position-specific recruitment that aligns with business needs. For new graduate recruitment, which we fully launched in 2022, we are working to secure talent with specialized skills and international perspectives by introducing course-specific hiring and offering October start dates for overseas university graduates. Additionally, at our overseas group companies (subsidiaries), we are strengthening organizational capabilities by expanding local hiring and fostering collaboration with other companies.

Diversification of Recruitment Methods		Strengthening of Overseas Group companies
Mid-Career Hires	New Graduates	
• Hiring for positions that match business needs	• Course-specific hiring • International students from overseas universities joining the company in October	• Expansion of local hiring • Collaboration with other companies

Through these efforts, our consolidated workforce increased by approximately 1,500 employees compared to FY2019*.

More than half of this increase is due to the growing number of employees at our overseas offices. In addition, at JERA itself, the proportion of mid-career and new graduate hires has grown to about 30%. Our focus will continue to be on securing outstanding talent to reach our business strategy objectives, generate new value, and enhance sustainable corporate value.



* Established management and organizational structure by integrating existing thermal power generation businesses from TEPCO Fuel & Power, Inc. and Chubu Electric Power Co., Inc.

Human Capital (Our People)

Improving Talent Mobility within the Group

We are working to improve talent mobility across the group to achieve agile alignment between business strategies and talent and to optimize our talent portfolio. We aim to create a portfolio that maximizes the value of our talent by **building a platform that enables the seamless discovery and matching of talent both within and outside the group (group internal talent market) and by developing a system (global mobility rules) for smooth placement**, without being constrained by recruitment locations.

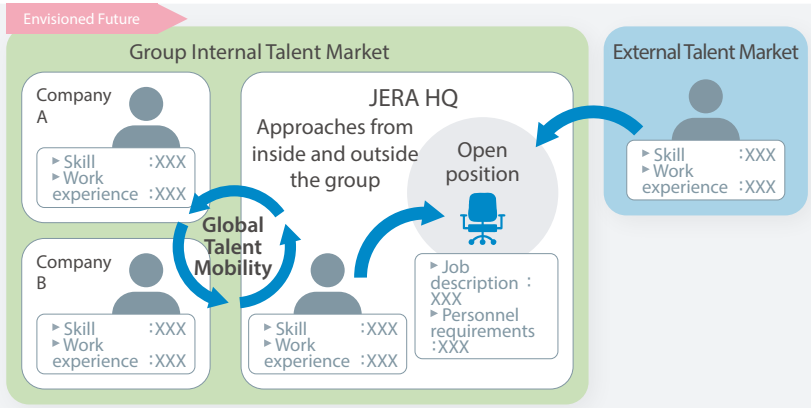
Building a Talent Market within the Group

We are developing a platform that visualizes information on all the talent within the group, enabling us to identify and offer role opportunities to individuals with the capabilities needed to execute the strategies of each business.

We are also working on establishing a system that encourages both internal and external talent to actively pursue job opportunities by sharing enticing job information in the external talent market. We aim to build a talent market that enables mutual growth based on an equal relationship between the company and our employees.

Developing Global Mobility Rules

As part of our effort to facilitate talent and job matching within the group's talent market, we are developing global mobility rules that systematically organize the assignment procedures, ensuring a smooth transition and early success in new roles. By establishing guidelines that encompass not just mobility between regions and group companies, but also rules based on the job's purpose, duration, and responsibilities of the job, we seek to promote greater talent mobility. This initiative was rolled out to major overseas group companies in July 2025 and is scheduled to be expanded to additional locations.



- ✓ The ability to identify and offer talent that meets the required capabilities
- ✓ Talent within and outside the group can independently seek out job opportunities
- ✓ Once a match is made, global mobility rules enable early achievement of results
- → Enhanced talent mobility within the group facilitates the strategic optimization of a flexible talent portfolio

VOICE (Global Mobility Rules Project Team Member)

Aiming to provide future international assignees with reassurance and transparency

Adele Bonadeo
Senior Manager, JERA Australia Pty Ltd

I participated in this project as the representative of JERA Australia. The opportunity to come together as a global HR team to share experiences and address key challenges in the mobility space was incredibly valuable. The new Global Mobility Policy is a tangible demonstration of JERA's broader commitment to developing talent on a global scale.

One of the most significant benefits of the GMP is the consistency it brings to the Group's approach to global mobility. This consistency provides clarity, transparency, and a sense of security for future Assignees, regardless of their origin or destination. The Project was a great example of meaningful global collaboration.

Human Capital (Our People)

Providing Growth Opportunities

Talent Development Policy

The JERA Group considers every employee an essential asset and conducts talent development as described below.

Talent Development Objectives

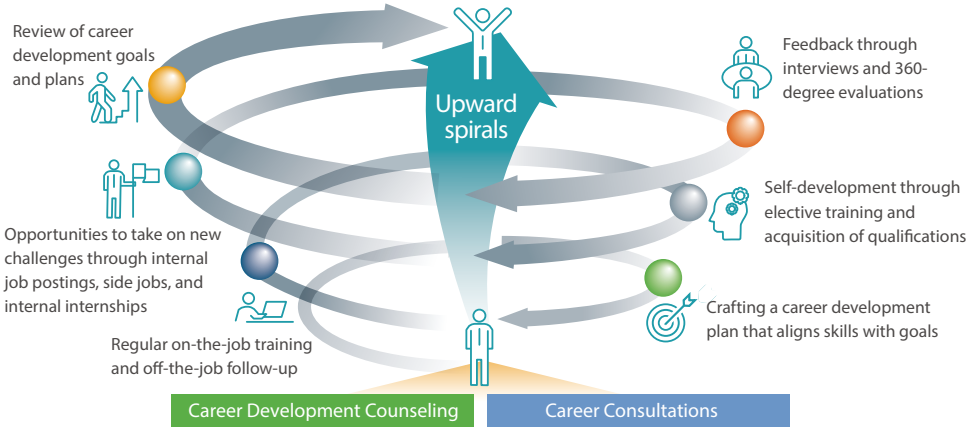
1. To allow employees to grow and live their lives to the fullest
2. To enhance the JERA Group's corporate value and to help us achieve our mission and vision through employee growth

We actively support the growth of all JERA Group employees, including those working overseas.

Independent Career Development

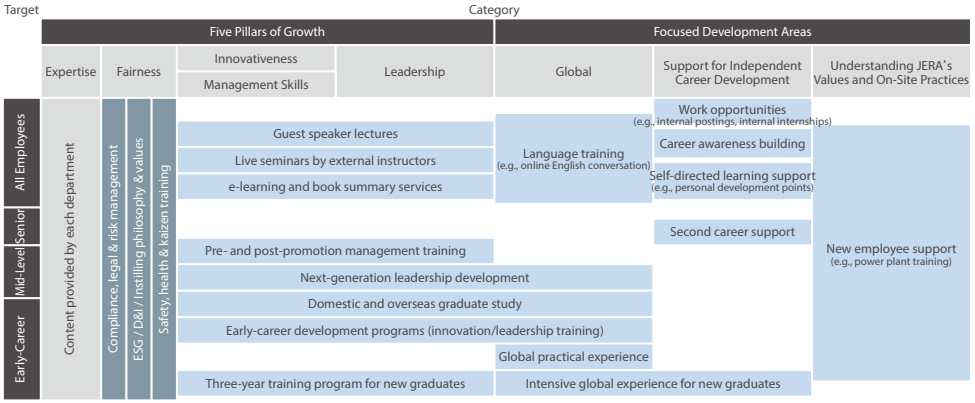
Supporting the Career Development of Every Employee

Our mission is to provide cutting-edge solutions to the world's energy issues, a goal that requires diverse ideas, collaborative synergy, and the capability and insight to drive rapid, ongoing improvement. To this end, it is vital that each employee understands their strengths and passions and contributes to building a positive culture of ongoing learning, reflection, and action. We offer very few uniform, rank-based training programs. Instead, our approach to self-directed career development is founded on empowering employees to choose the learning they need when ready, take ownership of their growth, and develop independently.



We support employee growth by offering development initiatives tailored to their career paths, based on a framework that combines the five pillars of growth with priority development areas. This ensures that when employees are ready to take action toward their goals, they can access content that aligns with their individual needs. Additionally, transfers through our internal recruitment system have been increasing annually (73 cases in FY2024), steadily building a culture in which employees actively shape their own careers.

Development Content Map (Overall Measures)



Cultivating Executive Talent

We are also engaged in the systematic development of management talent.

Our approach to cultivating management talent consists of two key components: the succession plan and the Future Talent Development System (FTDS).

The FTDS is a management talent development program designed to foster the necessary capabilities for management roles from an early stage. It emphasizes tough assignments and external training tailored to individual traits from early in one's career, encouraging the early acquisition of essential management skills. The program was officially launched in 2023. In addition, under our succession plan, we conduct assessments and other measures to select and develop next-generation CEO and CXO candidates from a talent pool that includes FTDS graduates and external candidates.

Through this two-tiered development system, we are building a sustainable management and leadership framework that supports the execution of our growth strategy.

*Including offices overseas

Human Capital (Our People)

Defensive Approach to Talent Acquisition and Retention Strategy A Strong Foundation That Allows Our Talent to Feel Secure Taking on New Challenges

To fulfill our HR policy of becoming a world-class company that ensures the well-being of both our employees and their families, we are fostering a workplace where diverse talent can work safely and in good health, take pride in their work, grow, and embrace new challenges, driven by "well-being"-focused initiatives such as employee-centered programs, health and productivity management, and flexible work styles.

Advancing Employee-Centered Initiatives

Enhancing the Workplace Environment Based on Employee Needs

With the growing strategic importance of the domestic power generation business, the HR department is focused on creating a workplace where frontline employees find their roles engaging and rewarding. In FY2024, the CHRO personally visited all 24 domestic thermal power plants and the East and West Japan Plant operation center, hosting inclusive town hall meetings—open to all regardless of age or position—to better understand the challenges faced on the ground.

Alongside these direct dialogues, we conducted a company-wide HR services survey to gain insight into employee needs and expectations. Feedback ranged from concerns about location- and schedule-related inconveniences compared to the headquarters to broader suggestions for workplace improvement. By addressing these root causes with targeted measures, we are committed to fostering an environment where employees with diverse perspectives can excel, regardless of where or how they work.

Category	Specific Measures
HR System	**(Implemented from April 2025)** • Improved allowances for employees commuting by private car • Expanded meal allowances • Existing programs upgraded to include rewards for earning qualifications **(Planned for FY2025)** • Revisions to the housing allowance program
Talent	• Active recruitment and development of talent with a field-oriented mindset • Appropriate placement of personnel to support stable operations

Town hall meeting between CHRO Taisuke Yokota (far left) and employees of the Kawagoe Thermal Power Station

Promoting Health Management

Creating a Strong Foundation That Allows Our Talent to Stay Healthy and Feel Secure Taking on New Challenges

The success of our mission relies on employees being able to work with vitality and purpose. This requires a safe and secure workplace, a healthy work-life balance, and above all, employees' mental and physical well-being.

Believing that maintaining and improving employee health directly enhances corporate value, we promote health management initiatives led by the President, Director, CEO and COO, as chief officer and the CHRO as executive officer to build a foundation where all employees across the group can stay healthy and confidently take on new challenges. As a result of these efforts, we have been certified for the third consecutive year in 2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise category). We remain committed to further advancing these initiatives.

Examples of Initiatives	FY2024 Results (Quantitative)
Reducing overtime by promoting work-life balance	Overtime hours reduced to 24 hours/month (Down 0.5 hours from the previous year)
Creation of the "JERA Health Expert Model" and organization of health events aligned with its goals	Approx. 1,500 participants
Free comprehensive medical checkups for all employees	Comprehensive medical checkup participation rate: 99%
Occupational health staff consultations for all younger employees	100% consultation rate for first- and second-year new graduates and career hires in their 20s

Flexible Work Practices as a Foundation for Well-being

Creating an Accepting and Understanding Work Environment

Amid the diversification of perspectives on work and lifestyle, we are establishing an environment that supports the diverse lifestyles and life stages of our employees and their families, allowing them to maximize their abilities.

Our efforts encompass a variety of flexible work options. We offer hybrid remote work and full-time remote work for specific situations, such as childcare, caregiving, or to prevent being transferred away from one's family. In addition, we provide telework or leave options for employees who are accompanying a spouse on overseas assignments. Starting in FY2024, we introduced a remote work system specifically designed for non-Japanese employees, enabling them to work from their home countries.

Human Capital (Diversity and Inclusion)

Promoting Diversity and Inclusion

We believe that fostering a strong corporate culture within the JERA Group is essential to strengthening connections among our people and across departments. The HR division is committed to fostering a culture where innovation arises naturally, promoting Diversity and Inclusion (D&I) across the entire group.

D&I Statement

To drive D&I across the JERA Group, we gathered input from employees worldwide and developed our D&I Statement.

Going forward, we will use this statement as a shared language across the group to advance D&I initiatives and further foster our culture.

F Free from bias	A All employees	I Innovative	R Respectful
Sharing opinions on equal footing with people from diverse backgrounds, and with different values, free from preconceived notions and personal values.	Building workplaces where all employees can be themselves, bring out their strengths, and realize their full potential.	Discovering new solutions through new combinations of values and ideas.	Respecting, accepting, and valuing one another.

In Japan, we aim to foster an environment that encourages innovation through the three initiatives outlined below.

Realizing our corporate mission and vision

Realizing Our D&I Mission
- Ensure the happiness of our employees and their families
- Improve JERA's corporate value

Achieving Our D&I Vision
- Provide everyone with opportunities and expectations for their own growth and contribution
- Respect diversity and share vectors for creating value through flat communication

Create an Environment Where Innovation Organically Occurs
Facilitate innovation by creating an environment where all employees can be themselves and make full use of their values and individuality in their work

(3) Welcoming Diversity
Creating workplaces where diverse talent is welcomed and included

(2) Creating Workplaces Where Everyone can Shine
Creating workplaces where each of our employees can thrive

(1) Fostering a Flat and Innovative Culture
Create a culture that encourages flat communication and the open exchange of ideas among employees and between employees and management, eliminating the restrictions of traditional corporate culture to allow innovation to arise naturally

Initiatives to Promote D&I

We strive to foster an environment where every employee can fully express their individuality and values, making it easier for innovation to emerge.

(1) Fostering a Flat and Innovative Culture

We strive to cultivate a culture of value creation that transcends conventional approaches by encouraging open communication and the free exchange of ideas between management and employees, as well as among employees themselves.

Events Hosted by JERA and JERA Overseas Sites

We host an annual forum where members from Japan and overseas sites gather in person to advance our D&I initiatives and foster mutual understanding between these regions. A sense of unity is fostered through the exchange of information and ideas that transcends barriers such as country, language, and position within the company.

Group photo of employees from overseas sites and headquarters

VOICE

Taking the Next Step in Cultivating Our Culture (From an event organizer for JERA and its overseas sites)

Rika Ogihara
Organizational Development Unit, Organization & Talent Development Group

The event was held at our Australia office, one of JERA's overseas sites, and brought together more than 50 participants from five countries. The event aimed not only to discuss the culture needed to align on the future direction of D&I across the JERA Group, but also to foster active communication among participants. We shared insights on D&I initiatives and challenges across teams and functions, and I believe it was a valuable opportunity to reaffirm that JERA's diverse and inclusive culture is a driving force behind our vitality.

Human Capital (Diversity and Inclusion)

Experts' Salon

To encourage new value creation in our business, we host in-house forums designed to expose employees to a variety of perspectives. We bring together experts from various fields, including specialists and artists outside the domain of power generation, to foster innovation through unconventional connections.

Dialogue between Okuda (President, Director, CEO and COO) and Takuji Izawa of QuizKnock (right)

World Café

These sessions bring employees who don't usually have the chance to interact in their daily work together in small groups to discuss themes such as D&I, company culture, and workplace development. These discussions help generate new ideas and solutions for various challenges.

Participants engaged in discussion

Family Events

Family Days are held to bring together the families and partners of our employees. These events help deepen their understanding of the company, foster a sense of connection with JERA, and contribute to enhancing employee engagement.

Group photo at D&I Family Day

(2) Creating workplaces where everyone can shine

We aim to create an environment where employees can thrive by identifying and addressing issues both at the workplace and individual levels.

Employee Satisfaction Survey (Workplace Level)

We conduct an annual employee satisfaction survey aimed at enhancing employee engagement and strengthening our corporate value. We quantitatively assess areas such as company factors (management policies and strategies), work environment (working hours and teamwork), skill development (personal achievement and growth), and D&I. Departments then use these results to drive improvement initiatives.

Employee satisfaction in FY2024 was 65.1%, comparable overall to the domestic benchmark* and exceeding the Japanese average in several categories. In FY2024, we also expanded the survey scope to include JERA's overseas sites. Going forward, we will use the survey to measure the degree to which our culture is embedded within the organization and aim to enhance both integration and engagement.

* Average satisfaction index of other companies in Japan maintained by the research firm Qualtrics Japan LLC

D&I Suggestion Box (Individual Level)

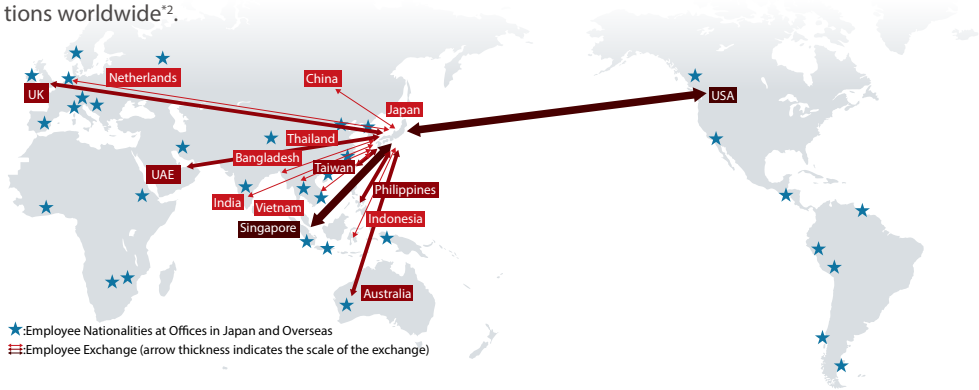
We have implemented a process that allows employees to freely share their thoughts—either anonymously or openly—regarding requests for improvements related to D&I and initiatives to advance D&I in their workplaces. Through two-way dialogue between the company and employees, we incorporate their feedback into D&I measures.

(3) Welcoming Diversity (Fostering an environment that embraces diverse talent)

To achieve our mission and vision, we believe that the JERA Group must have the necessary diversity in its workforce. To that end, we are working to encourage personnel exchanges between our offices in Japan and those overseas while ensuring a diverse environment that is inclusive of all individual attributes.

- **Number of Employee Exchanges Between Locations and the Number of Nationalities Represented**

We have a diverse roster of personnel from various backgrounds exchanging assignments between our Japanese and overseas sites*1, with 49 different nationalities represented in our operations worldwide*2.



*1 Employee exchanges are based on the number of temporary assignments as of July 1, 2025, including those from overseas sites to Japan and from Japan to overseas sites.

*2 Employee nationalities for offices in Japan and the five main overseas offices are based on employee data as of the end of June 2025.

External Recognition in FY2024

JERA received the two-star "Eruboshi" certification under the Ministry of Health, Labour and Welfare, which recognizes companies that actively promote women's empowerment. Furthermore, we received a "Gold" award—the highest level—for the second consecutive year in the PRIDE Index*1, which evaluates corporate initiatives related to LGBTQ+ issues. We were also named a "Best Workplace," the highest of four levels in the D&I AWARD 2024*2, which evaluates corporate D&I initiatives, for the second consecutive year.

*1 Index established by the work with Pride Association *2 JobRainbow Co., Ltd.

Digital Transformation

Digital Strategy Policy

At JERA, we leverage digital technology to provide cutting-edge solutions to the world's energy issues.

We aim to maximize corporate value by building a supply platform that balances stable supply and decarbonization, contributing to the sustainable development in Asia and around the world. As part of our strategy, we promote the delivery of optimal solutions through the combination of three areas of Strategic Positionings (SPs) and three Operational Capabilities (OCs).

Our digital strategy is based on driving tangible business outcomes through value chain efficiency, portfolio optimization, and the provision of a digital platform. We promote data-driven management that facilitates quick decision-making from a customer-focused perspective. We will further strengthen our competitiveness by focusing investment targets based on data and advancing operational excellence.

Focus Investments
Strategic Positionings (SPs)

×

Refine Business Functions
Operational Capabilities (OCs)

Data-driven management platform

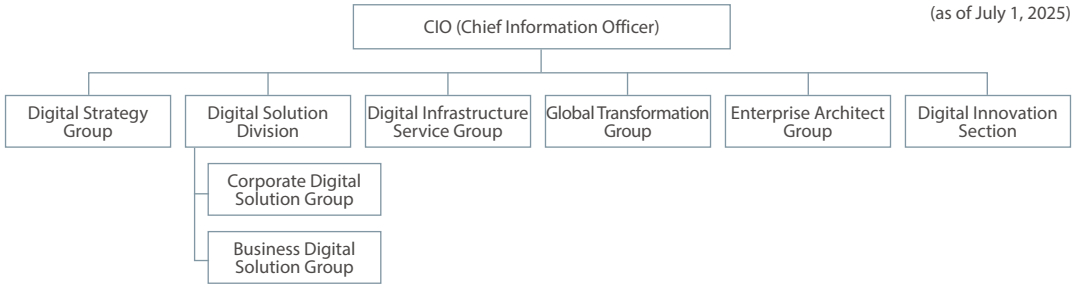
Investment decisions by management
Rapid decision-making enabled by big data

Employee work practices
Focus on higher value-added work by standardizing business processes

Digital Strategy Promotion Structure

We are creating an organizational structure that maintains the system development capabilities necessary for domestic business while enabling cost optimization through future global system deployment and system configuration reviews.

(as of July 1, 2025)



Key Initiatives

We are steadily advancing digital transformation initiatives as outlined in the table below. We are also promoting the use of AI to support the SPs and OCs of our business. By proactively adopting AI technologies, we aim to contribute to enhancing JERA's core competencies.

	FY2024 Result	FY2025 Target
Enterprise transformation	Developed of S/4HANA and initial implementation at selected overseas group companies	Roll out S/4HANA domestically and expand to major overseas group companies
Business alignment	Optimized of system development and introduction of strict investment evaluation	Formulate a comprehensive plan integrating business and digital initiatives
Delivery system enhancement	Streamlined supplier selection by focusing on those with appropriate expertise for each business area (reduced supplier count by ~50%)	Further refine business partner selection and enhance project quality

Major Project
Implementing S/4HANA to streamline data and enable rapid decision-making

We are currently implementing S/4HANA, the latest version of SAP, which is an integrated core business system that enables centralized corporate management resources. To achieve both SPs and OCs as part of our growth strategy, we will standardize data and business processes, promote information sharing, and advance data-driven management practices.

Many global challenges are closely linked to energy, and our company also faces issues like climate change and geopolitical risks. We will leverage a real-time aggregated data platform for predictive management, enabling agile, data-driven decision-making.

Furthermore, this accumulated data will allow us to evaluate JERA Group companies domestically and internationally using unified metrics. Management can make swift, data-informed decisions, while standardized processes reduce the time needed to gather information, allowing employees to focus on high value-added tasks such as analysis and planning. By building a data infrastructure that supports SPs and OCs, we will enhance organizational agility and drive corporate value creation.

Safety

JERA Group Basic Safety Policies

Safety Philosophy

Safety is the foundation of our business and the source of our corporate value. We give the highest priority to safety in all of our business activities.

Safety Policies

JERA Group's Declaration of Commitment based on our Safety Philosophy

1. Create a safe, healthy, and comfortable work environment
2. Observe safe and appropriate operating procedures and rules
3. Design, operate, and maintain facilities with safety in mind

Principles of Conduct

JERA Group's Individual Code of Conduct for Realizing the Safety Philosophy and Safety Policies

1. Work together across organizational boundaries and responsibilities to ensure safety
2. When in doubt, always choose the safer option
3. Make continuous efforts and initiatives to ensure safety

JERA Safety Vision

Every JERA employee and associate can enjoy a physically and mentally healthy and safe workplace and go home satisfied.

VOICE

In Pursuit of Zero Accidents

Taisuke Yokota
Senior Managing Executive Officer
Chief Business Support & Solutions Officer (CBSSO)

Safety is the foundation of all of our business activities. Our company is currently operating globally, involving culturally diverse people in its business activities. We are also exploring the use of new technologies like ammonia and hydrogen fuel. In such a work environment, it is crucial to identify, evaluate, and mitigate potential risks to create a safe workplace.

Taking into account the cause analyses and recurrence prevention measures following the 2024 fire at the Taketoyo Thermal Power Station and the fatal accident involving a subcontractor worker at the Hirono Thermal Power Station, we are currently advancing a range of initiatives. These include building a mechanism for encouraging people to speak up about safety concerns, formulating a health management policy to ensure worker health and safety, and creating a framework for making investment decisions necessary for safety measures.

We are also developing a risk-based global safety management system using the Three Lines Model that clarifies the roles and responsibilities of each organization.

Through these efforts, we will further enhance the effectiveness of our safety measures so that everyone who works at our company can work safely, and we will steadfastly pursue initiatives aimed at achieving zero incidents.

Safety

Policy and Fundamental Approach

Conducting Our Business Activities on the Basic Premise of Safety First throughout Our Supply Chains, from Upstream Fuel Procurement to Electricity Sales

Our company operates power generation and fuel facilities under high temperature and pressure. We also handle numerous hazardous materials, both flammable and toxic, within our power plant premises. Considering these business characteristics, preventing accidents for everyone involved in the operation and maintenance of equipment is essential for delivering energy safely and reliably.

Thus, under the Safety Philosophy, we formulate a medium-term Safety Action Strategy, annual safety activity plans, and key focus areas. We establish "zero fatalities" as a safety-related KPI and steadily implement and continuously enhance safety activities, promoting business operations with safety first as a core premise across the entire supply chain from upstream fuel procurement to electricity sales.

Developing Safety Activities Reaching All Involved in JERA Group's Operations

Our operations are not conducted solely by our employees but are supported through the cooperation of many parties, including partner companies and local communities at our worksites. In this context, our safety activities target everyone involved in JERA Group's business, including partner companies and local communities. We carry out various safety activities across a broad spectrum of business areas both domestically and internationally.

To achieve this, we have articulated our desired state of safety as the JERA Safety Vision, enabling everyone to share a common understanding of the safety we aspire to. Together with our partner companies, we are fostering a unified safety culture.

In safety activities, we prioritize communication with on-site personnel, allowing employees and partner companies to provide safety-related feedback directly to the head office (Anzen Post). Participation by management, union representatives, and external experts in the Safety Manager Meeting ensures that the voices of on-site workers effectively reach management, driving impactful activities.

Our Safety Action Strategy

Formulating and Implementing of Safety Action Strategies and Safety Plans to Realize Our Safety Philosophy

In 2021, we underwent a safety activity assessment by a third party and received recommendations focusing on leadership, organizational structure, and business operations as key areas for improvement to realize our Safety Philosophy. Based on the diagnostic results, in FY2022, we consolidated our medium-term safety measures into the Safety Action Strategy. Under this strategy, we develop annual activity plans at both the corporate and departmental levels and are committed to implementing safety activities and making continuous improvements, with "zero fatalities" as a key safety KPI.

The progress of the Safety Action Strategy, safety activity plans, and actual results of KPIs are reviewed in the Safety Manager Meeting, which includes participation from senior management, labor union representatives, and external experts, and are then reported to the Board of Directors.

Our Safety Action Strategy for FY2023–25	Major FY2025 Initiatives
Leadership Continuous leadership from management and raising individual safety awareness	• Promote awareness campaigns on protecting colleagues' safety - Measures to enhance each employee's safety awareness
Organizational System Constructing a robust management system to lead our safety efforts	• Build and operate a safety management system in line with global company standards - Implementation of a safety management system using the Three Lines Model - Establishment of a process safety framework
Measures Effective safety activities to address changes in the environment	• Execute effective safety activities aimed at zero incidents - Measures to secure the necessary budget and personnel for safety activities - Measures to protect the health and safety of workers

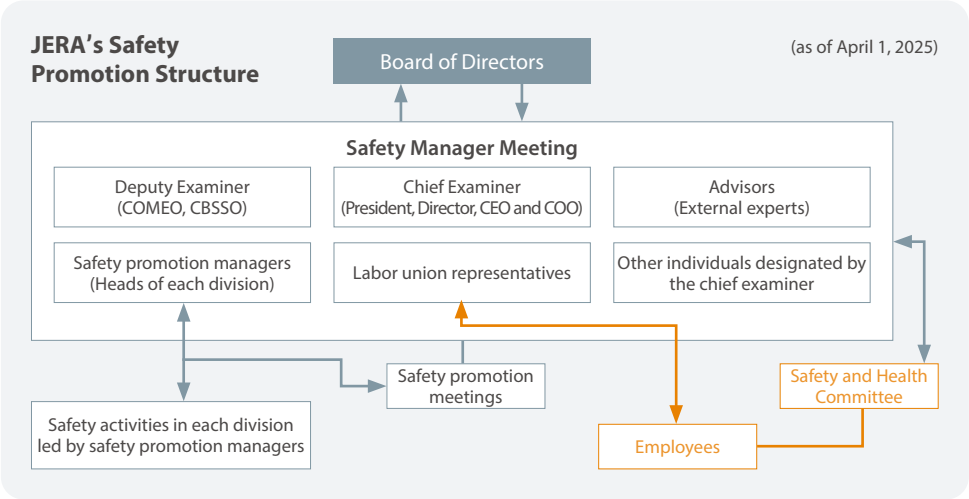
Safety

Safety Promotion System

Establishing of a Safety Promotion System with Management Participation

We have established the Safety Manager Meeting, which is chaired by the President, Director, CEO and COO and attended by the safety promotion managers of each division, labor union representatives, and external experts. Discussions on JERA's safety occur bi-monthly, and under this framework, departments carry out safety activities to promote unified safety efforts company-wide. The key discussion points from the Safety Manager Meeting are reported to the Board of Directors on a quarterly basis.

Going forward, we will strengthen our safety promotion system based on the Three Lines Model by clarifying the roles of both site-based and headquarters-related organizations, thereby intensifying our efforts to advance safety.



Pragmatic Discussions at Safety Manager Meeting

In addition to management, labor union representatives attend the Safety Manager Meeting as employee representatives, while external experts participate as advisors, providing third-party perspectives on our safety practices. In FY2024, the meeting was held eight times to discuss specific measures for achieving zero incidents. Topics included investigating the causes of fatal accidents that occurred during the year, assessing the effectiveness of recurrence prevention measures, and examining the establishment of design safety guidelines for facility installation and removal.

Specific Safety Initiatives

During an in-house training session

Conducting Safety Training at the Organizational Level

In fostering a safety culture, leadership from the top and individual awareness are crucial. Recognizing that the roles and influence required to ensure safety vary by organizational level, we have introduced safety training in FY2024 across four tiers: Executive Officers, Division Heads and Group Heads, Senior Managers, and Deputy Senior Managers (General Employees).

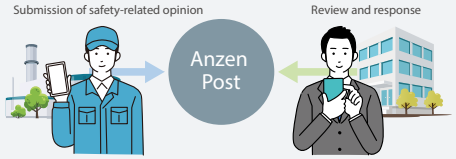
We foster safety-focused leadership at each level, from management to employees at every workplace, while promoting company-wide awareness and actions that place safety first. We actively support the cultivation and embedding of a safety culture across the organization.

Initiatives to Ensure the Safety and Health of Workers

Ensuring safety requires that workers are healthy and that a safe workplace environment is created and maintained. To this end, the Safety Manager Meeting engages participants in ongoing discussions about the roles the company and individual employees must play to ensure that everyone involved in JERA Group's businesses is healthy and engaged in their work, as well as mechanisms to secure the necessary budget and personnel for safety. We plan to establish rules for monitoring employees' physical condition at work and develop a framework for making investment decisions necessary for safety measures in the future.

Featured

Anzen Post



Communication with workers on site is essential to create a safe and secure workplace. Therefore, we introduced the Anzen Post system in 2024, allowing workers to voice their opinions on safety. The Anzen Post system enables both our employees and members of our partner companies to submit safety-related opinions directly to our head office, with the option to do so anonymously. Moreover, by making the content of submitted opinions and the status and results of the company's deliberations accessible to all employees, we ensure the voices of on-site workers are effectively heard and appropriately reflected. Currently, we receive more than ten submissions per month, and we are using the feedback to create a safer workplace.

Safety

Initiatives to Prevent Accidents at Power Plants

Safety Measures at Thermal Power Plants

Since thermal power plants use a variety of fuels to generate electricity, safety measures are implemented according to each fuel's specific characteristics.

Our thermal power plants and LNG terminals handle vast quantities of LNG, so in preparation for the unlikely event of an LNG leakage, we implement safety measures based on the following three concepts: (1) leakage prevention, (2) early leakage detection, and (3) prevention of leak spread. We also make considerations for the handling of fire. For example, we adopted explosion-proof structures for electrical equipment surrounding LNG facilities and restricted the use of products that may cause fire by designating control zones.

In coal-fired power plants, operations are carried out according to safety manuals. For instance, coal-fired power plants that handle biomass are working to reduce the risk of ignition from dust concentration as part of recurrence prevention measures learned from the fire accident at Taketoyo Thermal Power Station in January 2024, as well as reassessing risks related to biomass transport. We are also establishing a system to conduct risk assessments when changes occur in equipment and operations.

Furthermore, while coal-fired power plants have long handled small amounts of ammonia for denitration, with employees/the company thus having accumulated ample safety expertise, the commercial operation of ammonia power generation will require handling quantities far exceeding those used for denitration. As safety measures appropriate to the scale of the handling volume, we have developed safety manuals in three stages—prevention, early detection, and containment and prevention of leak spread—based on layered protection, thereby establishing a comprehensive safety system.

Facility Safety Measures for Disaster Preparedness

We must be able to quickly bring facilities back online, even in the event of emergencies like typhoons and earthquakes. We, therefore, manage our thermal power plants appropriately in accordance with all relevant laws and regulations and conduct drills and training in cooperation with local communities to be fully prepared for any emergency.

We design and build new thermal power plants in keeping with all relevant earthquake laws and regulations, as well as the Japan Electric Association Code (JEAC) seismic design standards. We also conduct periodic facility inspections after completing construction to ensure earthquake resistance. Additionally, we take into account any earthquakes announced by official government bodies such as the Cabinet, evaluating the seismic resistance of key facilities and implementing measures such as seismic reinforcement to avoid long-term shutdowns due to damage or destruction.

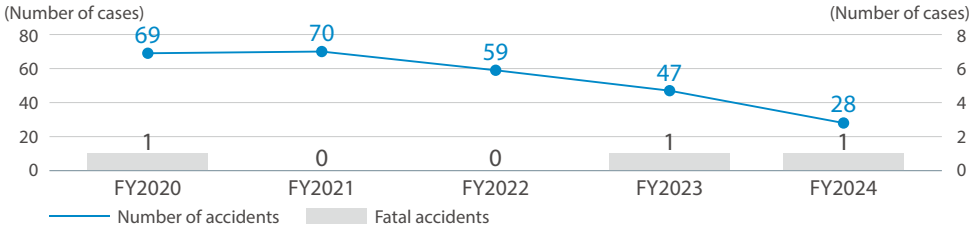
Safety Record

Establishing "Zero Disaster-Related Fatalities" as a Safety Target (KPI)

We have set "zero disaster-related fatalities" as a KPI and carry out a range of safety activities in line with our Safety Philosophy.

The number of incidents in FY2024 was 28, and regrettably, one fatal accident occurred involving a contractor commissioned by our company.

Number of Accidents*



* "Accident" refers to any injury, illness, or death arising from our business activities and affecting officers or employees of our company, our affiliates, contractors or subcontractors commissioned by our company or our affiliates, or members of the public. Cases of injury or illness are limited to those that have received treatment by a physician. With the revision of the scope of accidents to be reported and compiled in-house beginning in FY2024, the following will be included in the accident count until FY2023, but not from FY2024 onwards.
- Mild (Grade I) cases of heat-related illness that do not require treatment by a physician
- Injuries and illnesses among individuals other than our officers and employees that result from work (including construction) conducted or commissioned by our affiliates

Investigating Incidents Related to Occupational Accidents When They Occur

When a labor-related incident occurs, we first provide aid to the injured and implement measures to prevent secondary disasters. We then conduct an investigation and analyze the causes according to the following procedures, followed by implementing measures to prevent recurrence.

On-Site Investigation	Recurrence Prevention Measures and Dissemination of Accident Information
• Promptly set up a disaster investigation system on site • Confirm facts through on-site inspections, interviews, investigations of work activities, inspections of equipment or materials, and reviews of related documents	• Based on the facts, identify accident causes and consider and implement measures to prevent recurrence • Share information internally and deploy it across the organization

Thoroughly Implementing Measures to Prevent the Recurrence of Fatal Accidents

Unfortunately, in FY2024, there was one fatal accident involving a contractor commissioned by our company. The causes of the accident were investigated, and recurrence prevention measures were deliberated at the Safety Manager Meeting, reported to the Board of Directors, and subsequently implemented across all business sites. Going forward, we will continue to monitor the implementation and effectiveness of these preventive measures as we strive to develop even more robust solutions to prevent future accidents.

Social and Relationship Capital (Stakeholder Engagement)

Fundamental Approach

At JERA, our businesses are built on proactive communication with our stakeholders, including customers, business partners, local communities, shareholder companies, and investors. To fulfill our social responsibilities, achieve sustainable growth, and enhance our corporate value over the medium to long term, we strive to build good relationships with our stakeholders that lead to effective partnerships.

In addition, we regularly assess our relationships with stakeholders and address shared challenges as we work to strengthen stakeholder engagement.

We will continue to pursue sustainable growth and the maximization of corporate value by engaging in active, two-way dialogue with stakeholders and ensuring timely and appropriate disclosure, including of pre-financial information.

Multi-Stakeholder Policy
https://www.jera.co.jp/sustainability/multistakeholder (Japanese only)

Communication with Shareholders and Investors

We aim to implement various measures to achieve disclosure standards comparable to those of a publicly listed company. We will enhance information disclosure in dialogues with capital market participants, including shareholders, investors, credit rating agencies, securities companies, and ESG evaluation providers, while fostering and deepening understanding of our business. Furthermore, we will incorporate feedback from the capital market within the company, using it to enhance disclosure content, as we continue to enhance corporate value.

Activity	Primary Representative	Frequency
Annual General Meeting of Shareholders	–	Once a year
Financial Results Briefing	CEO, CFO, etc.	Twice a year
One-on-one meeting with domestic and overseas investors	CFO, Global Investor Relations Group, etc.	As needed
Site visit	Global Investor Relations Group, etc.	As needed
ESG Small Meeting	Global Investor Relations Group	Once a year

Main Stakeholders	Demands and Expectations	Initiatives
Customers	• Stable supply of electricity • Supply of energy in pursuit of customer satisfaction • Adoption and expansion of low-carbon and renewable energies • Assistance in designing a future vision and strategy for green transformation (GX) • Promotion of sustainability initiatives	We deliver a stable energy supply to customers worldwide by building a platform undeterred by geopolitical factors and climate changes that can upset the supply-demand balance, leveraging cutting-edge value chain solutions spanning fuel procurement, power generation, and electric and gas sales. Furthermore, we provide comprehensive solutions that leverage our strengths to address the various energy challenges faced by our customers. Through these initiatives, we aim to consistently meet their expectations and build strong, trust-based relationships.
Business Partners	• Environmentally and socially responsible procurement • Fair and equitable trade • Stronger collaboration	We promote environmentally and socially responsible procurement and outsourcing, which help us fulfill our corporate social responsibility and engage in fair, equitable trade with suppliers. Close communication is the cornerstone of growth and development with our suppliers and partners.
Local Communities	• Environmentally responsible business activities • Respect for human rights in local communities • Local economic contribution • Local job creation and skills development	We build and strengthen trust through active dialogue with local stakeholders to achieve sustainable growth alongside communities in Japan and abroad, including those that host our power plants. We are committed to meeting the expectations of local communities through the development of society through social contributions and business activities that respect the nature, history, culture, and customs of each country and region in which we conduct business.
Shareholder Companies and Investors	• Enhancement of corporate value • Strengthening profitability • Enhancement of information disclosure	We will enhance information disclosure in dialogues with capital market participants, including shareholders, investors, credit rating agencies, securities companies, and ESG evaluation providers, while fostering and deepening understanding of our business. Furthermore, we will incorporate feedback from the capital market within the company, using it to improve disclosure content, as we continue to enhance corporate value.
Employees	• Attractive compensation structure • Career development support • Promotion of health and productivity management • Elimination of discrimination and harassment • Improving the effectiveness of whistleblower systems • Creating a culture where innovation naturally flourishes	Under the HR policy of becoming a world-class company that ensures the well-being of both our employees and their families, we provide an attractive compensation structure and support self-directed career development. At the same time, we are working to create an environment where employees can take pride in their work and feel confident in taking on new challenges, supported by initiatives that promote physical and mental health, flexible work styles, and respect for human rights. Moreover, by fostering a culture where innovation arises naturally, we advance D&I initiatives to help maximize the value of our human capital.

Social and Relationship Capital (Coexistence and Shared Prosperity with Local Communities)

Fundamental Approach

Coexist and Thrive alongside Local Communities in Japan and Abroad

To conduct business activities smoothly across the various countries and regions where we operate, it is essential for a global company like ours to foster strong relationships with local stakeholders and pursue sustainable development in collaboration with local communities.

Therefore, we have identified "Coexist and thrive alongside local communities in Japan and abroad" as a material issue. Under our Social Contribution Activity Policy, we are focusing on the following three initiatives.

Coexisting with the Environment | **Educating the Next Generation** | **Resolving Community Issues**

We respect the culture, customs, nature, and history of every country and region. By leveraging our group's strengths, we are committed to sincerely engaging with the challenges faced by local stakeholders and contributing to the resolution of community issues both in Japan and overseas.

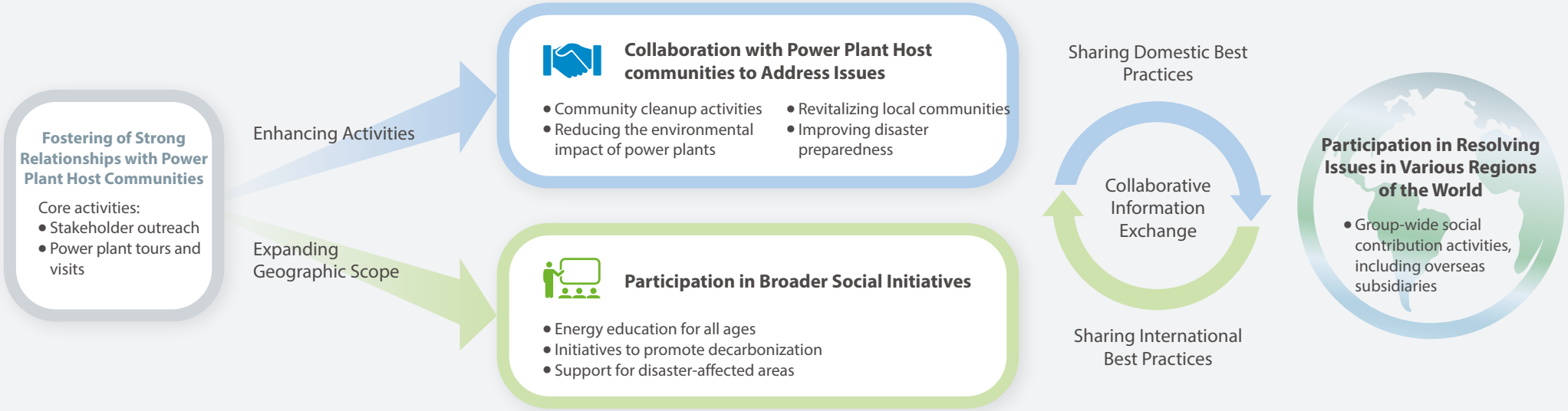
Social Contribution Activity Policy
https://www.jera.co.jp/en/sustainability/contribution

Framework for Promoting Coexistence and Shared Prosperity

Power Plants Cherished by and Growing alongside the Local Community

We are developing a framework to strategically promote initiatives targeting coexistence and shared prosperity with local communities, led by the Chief Business Support & Solutions Officer (CBSSO). Specifically, we share and discuss insights and feedback gathered from local communities through various activities across relevant departments, while working to expand the scope of our efforts even further.

Fostering Strong Relationships with Power Plant Host Communities	We are working to foster strong relationships with local governments and communities in power plant host areas through activities such as stakeholder outreach, power plant tours, and visits.
Collaborating to Address Issues in Power Plant Host Communities	Aiming to have power plants cherished by and grow alongside local communities, we collaborate to address local issues through participation in community cleanup activities and initiatives to enhance disaster preparedness.
Contributing to Broader Issues Beyond Power Plant Host Communities	We also engage in initiatives to address nationwide issues, such as energy education for the next generation and support for disaster-affected areas.
Contributing to Solutions in Communities Around the World	As a group, including our overseas subsidiaries, we are advancing social contribution activities to meet the needs of each region and share best practices internally.



Social and Relationship Capital (Coexistence and Shared Prosperity with Local Communities)

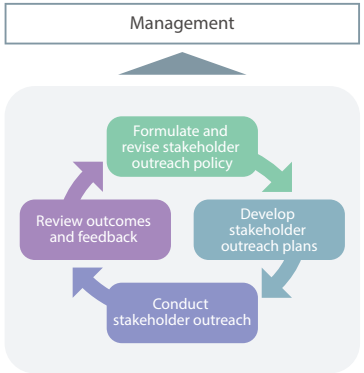
Status of Initiatives

Fostering of Strong Relationships with Power Plant Host Communities

- **Facilitating dialogue through stakeholder outreach and related activities**

We actively engage in two-way communication by carefully explaining our business operations during regular stakeholder outreaches, power plant tours, and visits, while listening attentively to the opinions and needs of local residents. Feedback gathered through these activities is reviewed in internal meetings attended by officers and reflected in the following fiscal year's business plan. (FY2024 actual results: Approximately 17,000 participants took part in power plant tours and visits)

Internal Review Process



Collaboration with Power Plant Host Communities to Address Issues

- **Conducting cleanup activities in collaboration with local communities**

As a token of our appreciation to local residents, we collaborate with partner companies and municipal governments to organize cleanup activities in surrounding areas. In FY2024, in addition to cleanup activities in power plant host communities, we also conducted upcycling initiatives, contributing to a circular economy by collecting plastic bottles for reusing and recycling, with the support of all six Central League teams of Nippon Professional Baseball Organization.

- **Strengthening disaster preparedness through community collaboration**

Cooperation with local communities is vital for strengthening disaster preparedness. We conduct joint training exercises with fire departments, and in FY2024, to further strengthen collaboration, we signed a mutual cooperation agreement with the 4th Regional Coast Guard Headquarters to accelerate recovery efforts in the event of disaster.

Participation in Resolving Issues Beyond Power Plant Host Communities

- **Supporting education for the next generation**

To inspire interest in energy and environmental issues among the next generation, we provide educational programs tailored to different age groups.

In addition to delivering on-site classes at local elementary and junior high schools on themes such as energy and fisheries promotion, we collaborate with regional universities to conduct courses focused on the future of energy. Furthermore, we conduct training for elementary and junior high school teachers, engaging in initiatives to support their energy education efforts(with approximately 1,000 participants in FY2024).

On-site lesson at Shinojima Junior High School in Minamichita Town

VOICE

"This reaffirmed for me that the challenges in the energy field are complex and involve many different topics, and it reminded me of the importance of staying engaged with environmental issues and energy policy."

- **Participation in Resolving Issues in Various Regions of the World**

We are also advancing efforts at overseas sites to address social issues tailored to each country and region. At JERA Americas Inc., over 75 employees participated in volunteer activities at the Houston Food Bank, delivering roughly 18,200 meals to families facing food insecurity in the local community.

Featured

Opening of JERA park YOKOSUKA, a Community Engagement Facility

JERA park YOKOSUKA will open at Yokosuka Thermal Power Station in November 2025. The community engagement facilities include a spacious lawn area along with a multipurpose sports ground. In the future, we will proactively support local revitalization by hosting events and other activities.

JERA park YOKOSUKA
https://www.jera.co.jp/pr_yokosuka/ (Japanese only)

Corporate Governance

Fundamental Approach

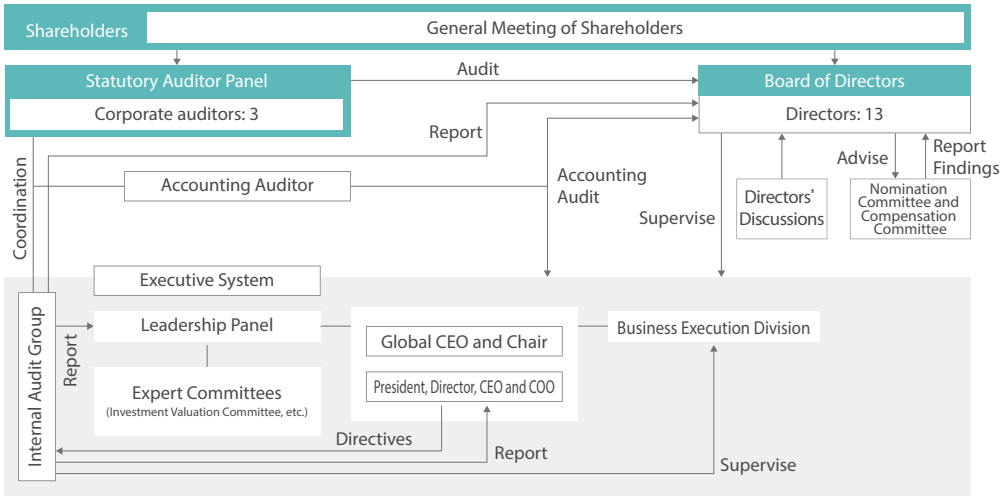
Our fundamental corporate governance philosophy is to maintain a strong and sound management and financial structure trusted by the international energy market while ensuring an autonomous and independent corporate culture and a management system that allows us to make fair and prompt decisions.

Corporate Governance Guidelines*
https://www.jera.co.jp/en/sustainability/governance/about

* These guidelines set out our fundamental approach to and system for our corporate governance and serve as a code of conduct for our officers in pursuit of sustainable growth and enhancement of corporate value.

Corporate Governance Structure

(as of July 1, 2025)



Overview of Corporate Governance

Organizational Design: Company with Corporate Auditors

Directors: 13
(as of July 1, 2025)

(Term of office: 1 year)

Corporate auditors: 3
(as of July 1, 2025)

(Term of office: 4 years)

Board of Directors Meetings: 24
(Total for FY2024)

Governance System

Building a Governance Framework with the Independence and Diversity of a Listed Company

To better enable global business development across variety of fields, our Board of Directors is composed of internal directors with deep knowledge of our business and outside directors with broad expertise, selected in accordance with a skills matrix (➡ P.77). Despite being unlisted, JERA has established independence criteria and maintains a governance structure where outside directors, including independent outside directors, form the majority to enhance objectivity and ensure sound governance.

Our auditors also include independent outside members, and we have established the Statutory Auditor Panel as a forum to facilitate communication, information sharing, and the exchange of opinions among them.

Key Deliberations of the Board of Directors

Conducting Multifaceted Discussions Grounded in Timely Updates on Global and Business Developments

The Board of Directors generally convenes once a month and is responsible for formulating JERA's basic management policies, including our business strategies and plans. It also supervises the execution of business operations.

Additionally, we have established the Directors' Discussions as a forum for each director to freely exchange opinions on comprehensive topics concerning our company's critical management issues.

The primary agenda items for the company's Board of Directors in FY2024 were as follows.

Category	Description
Crisis Response	Countermeasures for risks such as policy changes in various countries, geopolitical risks, energy security, and incidents of electricity not submitted for bidding in the domestic spot market
Management Strategies	JERA Growth Strategy to Realize the 2035 Vision, profit and expenditures, financial strategies, and safety measures
Business Strategies	Development strategy for zero CO_2 emissions thermal power and the establishment of a hydrogen and ammonia value chain, LNG value chain strategy, asset-backed trading strategy, renewable energy strategy, etc.
Investment Decisions	Business investments and mergers and acquisitions decisions in Japan, the US, Europe, and the Middle East

Corporate Governance

Support for Directors

Facilitating Effective Discussions by Combining Timely and Appropriate Information Sharing with On-Site Inspections

We have established a system that provides directors with the support they need to perform the duties expected of them. Among other benefits, the system provides each director with comprehensive, accurate information, as well as opportunities to learn more about our company's core businesses from outside experts around the world. In FY2024, we held a Board of Directors meeting at our overseas site in Belgium, promoting understanding of local operations through visits to overseas subsidiaries and communication with local employees.

For newly appointed directors, we provide onboarding briefings and promote their early understanding of our business through presentations by the heads of each business division, visits to key facilities such as our power plants, and opportunities for engagement.

During the Directors' Discussions, we addressed a wide range of topics, including multiple discussions on management's material issues.

Board of Directors meeting at Parkwind N.V. Belgium (December 2024)

Outside directors during a site visit to Higashi-Ohgishima Thermal Power Station (September 2024)

Leadership Panel and Expert Committees

Operating the Leadership Panel and Expert Committees Serving as Advisory Bodies with Participation from Experts in Each Field

We have established a Leadership Panel that consists of the Global CEO and Chair, the President, Director, CEO and COO, and the C-suite executive and officer as a forum for deliberating on and deciding important management matters and receiving necessary reports based on the company's internal rules.

Moreover, expert committees have been established as subsidiary bodies to the Leadership Panel—in principle, one for each major field—to provide advice to the Leadership Panel from an expert perspective and support its deliberations. In principle, matters to be proposed and reported to the Board of Directors are discussed and decided by the Leadership Panel based on advice from the relevant expert committees. The results of deliberations by the Leadership Panel are reported to the Board of Directors, along with advice from the expert committees.

Role of the Nomination and Compensation Committee and Its Discussion Topics

Transitioning to a Committee Structure That Includes Independent Outside Directors to Enhance Expertise and Objectivity

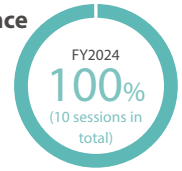
JERA has established the Nomination and Compensation Committee to discuss matters related to the personnel and compensation of directors and executive officers.

The committee comprises four directors, half of whom are outside directors. In June 2025, to enhance expertise and objectivity, the committee was divided into a voluntarily established Nomination Committee and Compensation Committee. For the first time, independent outside directors will be appointed as members, and both committees will include six members, four of whom are outside directors.

Committee Member Composition

■ Outside directors (%)

Attendance



Nomination and Compensation Committee Attendance in FY2024

Position	Committee Chair	Name	Meetings Attended	Main Topics of Discussion
Global CEO and Chair	○	Yukio Kani	10 of 10 meetings	• Role and structure of the Nomination and Compensation Committee • Succession plan framework and operation • Executive framework for the next term • Director candidates for the next term • External environment related to executive compensation • Compensation system for directors and executive officers • Individual compensation amounts for directors and executive officers
President, Director, CEO and COO		Hisahide Okuda	10 of 10 meetings	
Outside Director		Satoru Katsuno	2 of 2 meetings*1	
Outside Director		Kazuhiro Nabeta	8 of 8 meetings*2	
Outside Director		Daisuke Sakai	10 of 10 meetings	

1 The attendance details for outside director Satoru Katsuno cover the Nomination and Compensation Committee meetings held prior to his retirement in June 2024.
2 The attendance details for outside director Kazuhiro Nabeta cover the Nomination and Compensation Committee meetings held from his appointment in June 2024 onwards.

Nomination and Compensation Committee Members for FY2025

Global CEO and Chair
Yukio Kani
Nomination Committee Chair
Compensation Committee Member

President, Director, CEO and COO
Hisahide Okuda
Nomination Committee Member
Compensation Committee Member

Outside Director
Joseph M. Naylor
Nomination Committee Member
Compensation Committee Member

Outside Director
Akihiro Watanabe
Nomination Committee Member
Compensation Committee Chair

Outside Director
Kazuhiro Nabeta
Nomination Committee Member
Compensation Committee Member

Outside Director
Daisuke Sakai
Nomination Committee Member
Compensation Committee Member

Corporate Governance

Compensation Structure for Officers

The compensation for our directors is determined within the limits approved at the General Meeting of Shareholders, based on the deliberations of the Nomination and Compensation Committees and the resolutions of the Board of Directors.

Director compensation utilizes performance-based rewards in addition to fixed compensation. This approach stems from our intent to provide sound incentives that align with our aspirations for sustained growth.

Total Officer Compensation in FY2024*

Officer Classification	Total Compensation (Million yen)	Compensation Breakdown by Type (Million yen)		Number of Officers
		Compensation	Rewards	
Directors	328	267	62	14
Corporate Auditors	75	75	—	4

* The above rewards include two directors who resigned by FY2024. Bonuses are not paid to outside directors.

Evaluating Board Effectiveness

Implementing a Plan-Do-Check-Act (PDCA) cycle to Continuously Improve the Effectiveness of the Board of Directors

In order to tie our efforts to continuous improvement of the effectiveness of the Board of Directors, we conduct an annual questionnaire survey targeting all directors and corporate auditors, asking them to consider the state of deliberations and operations of the Board of Directors. The Board of Directors analyzes and evaluates the results of these surveys, considers and implements measures to address the issues identified, and constantly strives to improve the effective functioning of the Board of Directors.

Overview of Survey Methodology

Respondents provide signed evaluations, using a five-point scale, on matters related to the effectiveness of the Board of Directors. Each section also includes a free-response field where respondents can describe specific issues or suggestions for improvement.

Points Evaluated and Improved in FY2024

- Securing sufficient time for discussion of material issues through the use of written resolutions and reports
- Systematization and implementation of training programs for newly appointed officers
- Holding Board of Directors meetings at overseas sites

Key Measures Heading into FY2025

- Changes in document format leading to further clarification of discussion points and reduction of materials
- Board of Directors composition based on directors' skills matrix to ensure diverse expertise
- Continued board meetings at overseas sites to deepen local business understanding and promote engagement with key facilities

Strengthening of JERA Group Governance

Supporting for Group Company Autonomy Through Common Policies

We are committed to developing a group company management system that respects the business traditions of our group companies in their respective countries and supports swift and autonomous decision-making while granting appropriate authority and management resources. In line with this approach, we have adopted a resolution on internal controls, introducing a framework to ensure proper business operations across the corporate group. Based on this resolution, we provide support through the JERA Group Compliance Policy and the JERA Group Compliance Code of Conduct, enabling each group company to autonomously establish and operate systems to ensure sound business operations. In addition, we are establishing mechanisms for consultation, reporting, and monitoring compliance with relevant matters in cooperation with group companies. For example, in accordance with the Affiliate Management Regulations, JERA has established a system for prior consultation and reporting from group companies on important matters concerning consolidated management. Additionally, to review management matters, including legally required actions and critical risks related to group management, we conduct periodic monitoring of our group companies.

Skills Matrix

In May 2024, we announced JERA Growth Strategy to Realize the 2035 Vision. The Board of Directors recognizes the importance of having directors with diverse expertise discuss the most important management issues from a broad perspective in order to realize the new growth strategy. Accordingly, we have defined the experiences, insights, and expertise required of JERA's Board of Directors and disclosed them below in the form of a skills matrix.

Name	Position and Title in the Company	Global Management		Business Operation		Innovation	Corporate		
		Corporate Management and Strategy	Sustainability	Region	Energy Business	Digital Transformation and R&D	Legal and Risk Management	Finance and Accounting	Talent (D&I)
Yukio Kani	Global CEO and Chair	●	●	● (Global)	●				●
Hisahide Okuda	President, Director, CEO and COO	●	●	● (Japan)	●				●
Kazuo Sakairi	Director		●	● (Japan/Asia)	●		● (Risk)	●	
Tetsuya Watabe	Director		●	● (Japan)	●	●			
Joseph M. Naylor	Independent Outside Director	●	●	● (US)	●			●	
Miyuki Suzuki	Independent Outside Director	●	●	● (Asia/Japan)		●			●
John Rittenhouse	Independent Outside Director	●		● (Europe)	●		● (Risk)	●	
Lim Hwee Hua	Independent Outside Director	●		● (Asia)	●			●	●
Akihiro Watanabe	Outside Director	●		● (Japan)			● (Risk)	●	●
David Crane	Independent Outside Director	●	●	● (US/Europe)	●		● (Legal/Risk)		
Shiro Kuniya	Independent Outside Director		●	● (Japan)			● (Legal)		
Kazuhiro Nabeta	Outside Director		●	● (Japan)	●	●			
Daisuke Sakai	Outside Director		●	● (Japan)	●	●			

	Skill Set	Reasons for Selection
Global Management	Corporate Management and Strategy	Comprehensive judgment based on resource allocation and organizational management is essential, requiring experience in corporate management and organizational governance.
	Sustainability	Experience and expertise in sustainability management are required because we aim to maximize corporate value by enhancing economic, environmental, and social value.
Business Operation	Region (Policy and Regulation / Government–Business Relations)	Deep insight into energy and environmental policy and regulatory frameworks, as well as local business expertise, are essential to meet the needs of diverse customers, regions, and countries.
	Energy Business	Experience and expertise in the energy sector are essential to strengthen our value chain business model and deliver innovations such as carbon-free electricity.
Innovation	Digital Transformation and R&D	Solving the energy trilemma—stable supply, affordability, and decarbonization—requires deep experience and insight in advanced energy and digital technologies.
Corporate	Legal and Risk Management	Realizing our growth requires not only adherence to laws and regulations but also proper, compliant business execution and sound risk management.
	Finance and Accounting	Sustainable enhancement of corporate value requires financial strategies that include appropriate financial management, investment in growth areas based on sound capital allocation, and capital policies.
	Talent (D&I)	The source of our growth is talent, and fostering a flat and innovative culture is vital to maximizing talent potential and providing cutting-edge solutions.

Directors and Officers

Directors

Reappointed

Global CEO and Chair

Yukio Kani

Board meetings attended:
24/24 (100%)
Term of office: 9 years

Apr. 1986 Joined Tokyo Electric Power Co., Inc.
Apr. 2013 Executive Officer, Tokyo Electric Power Co., Inc.
Apr. 2015 Executive Officer, Tokyo Electric Power Co., Inc.
Vice President, TEPCO Fuel & Power, Inc.
Apr. 2016 Managing Director, JERA
July 2016 Managing Director and Chief Strategy Officer, JERA,
Director (Non-Executive), TEPCO Fuel & Power, Inc.
Apr. 2019 Corporate Vice President, Chief Operating Officer, and
Director of the Business Development Department, JERA
Apr. 2020 Corporate Vice President, Chief Operating Officer, and Director of
the Business Development Department, JERA
Apr. 2022 Corporate Vice President, Managing Executive Officer, and
Director of Business Development, JERA
Apr. 2023 Global CEO and Chair of JERA

Reappointed

President, Director, CEO and COO

Hisahide Okuda

Board meetings attended:
24/24 (100%)
Term of office: 5 years

Apr. 1988 Joined Chubu Electric Power Co., Inc.
July 2017 General Manager, Strategies & Alliances Office, Head of Corporate
Planning & Strategy Division, Chubu Electric Power Co., Inc.
Apr. 2019 Managing Executive Officer and Chief Operating Officer of the
Corporate Strategy Department, JERA
Apr. 2020 Managing Executive Officer, Director, and Chief Operating Officer
of the Corporate Strategy Department, JERA
Apr. 2021 Corporate Vice President, Managing Executive Officer,
Director, and Chief Operating Officer of the Corporate Strategy
Department, JERA
Apr. 2022 Corporate Vice President, Managing Executive Officer, and
Director of Corporate Strategy, JERA
Apr. 2023 President, Director, CEO and COO of JERA

Reappointed

Corporate Vice President, Managing Executive Officer, Director
Chief Financial Officer (CFO)

Kazuo Sakairi

Board meetings attended:
24/24 (100%)
Term of office: 6 years

Apr. 1987 Joined Bank of Tokyo (now MUFG Bank, Ltd.)
Jan. 1995 Vice President, Bank of Tokyo Trust Company (New York)
Nov. 2002 M&A Team Head Corporate Advisory Department, Mitsubishi
Securities (now Mitsubishi UFJ Morgan Stanley Securities)
June 2006 Senior Director, GCA Corporation (now Houlihan Lokey, Inc.)
Jan. 2015 Executive Officer, Managing Director, and Head of Asia Region,
GCA Corporation (now Houlihan Lokey, Inc.)
Apr. 2019 Director, Managing Executive Officer, and CFO, JERA
Apr. 2022 Director, Corporate Vice President, Managing Executive Officer,
and CFO of Finance and Accounting, JERA
July 2023 Director, Corporate Vice President, Managing Executive Officer,
and CFO, JERA

Reappointed

Corporate Vice President, Managing Executive Officer, Director
Chief O&M Engineering Officer (COMEO)

Tetsuya Watabe

Board meetings attended:
24/24 (100%)
Term of office: 2 years

Apr. 1987 Joined Chubu Electric Power Co., Inc.
July 2011 General Manager, Head of Operation & Maintenance Section, Thermal
Power Department, Power Generation Division, Chubu Electric Power Co.,
Inc.
July 2013 General Manager, Head of Operation & Maintenance Section and Head of
Project Planning Section, Thermal Power Department, Power Generation
Division, Chubu Electric Power Co., Inc.
July 2014 General Manager and Chief Operating Officer of Hekinan Thermal Power
Station, Chubu Electric Power Co., Inc.
Apr. 2016 General Manager and Chief Operating Officer of the Business Planning
Office, Chubu Electric Power Co., Inc.
Apr. 2018 Executive Officer and Chief Operating Officer of the Business Planning
Office, Chubu Electric Power Co., Inc.
Apr. 2019 Managing Executive Officer and Senior Operating Officer of the
Optimization Department, JERA
Apr. 2021 Senior Managing Executive Officer and Chief Operating Officer of the
O&M Engineering Department, JERA
Apr 2022 Senior Managing Executive Officer in charge of O&M Engineering, JERA
June 2023 Director (Non-Executive), JERA
July 2023 Director, Corporate Vice President, Managing Executive Officer, and
COMEO, JERA

Reappointed | Outside | Independent

Director[1,3]

Joseph M. Naylor

Board meetings attended:
24/24 (100%)
Term of office: 4 years

Sep. 1982 Joined Chevron (California)
July 2006 CEO/COO, Sasol Chevron (UK)
Mar. 2009 General Manager – Business Development, Projects, Upstream
Strategy and Planning at Chevron (California)
Aug. 2013 Corporate Vice President — Strategic Planning, Chevron
(California)
Apr. 2016 Corporate Vice President — Policy, Government and Public Affairs,
Chevron (California)
Apr. 2021 Director (Non-Executive), JERA

Reappointed | Outside | Independent

Director[1,3]

Miyuki Suzuki

Board meetings attended:
24/24 (100%)
Term of office: 4 years

Mar. 2002 Executive Vice President and Head, Consumer Business, Japan
Telecom Co. Ltd.
June 2004 CEO Asia Pacific, LexisNexis
Jan. 2007 President and CEO, KVH Co. Ltd.
Dec. 2011 CEO and Representative Director, Jetstar Japan KK
May 2015 President and General Manager, Cisco Systems Japan
Jan. 2018 President, Asia-Pacific, Japan and China, Cisco Systems
(Singapore)
Apr. 2021 Director (Non-Executive), JERA
July 2021 Director (Non-Executive), Western Digital Corporation (current)
Aug. 2022 Director (Non-Executive), Twilio Inc. (current)
Feb. 2025 Director (Non-Executive), SanDisk Corporation (current)
June 2025 Director (Non-Executive), Mitsubishi UFJ Financial Group, Inc.
(current)

Reappointed | Outside | Independent

Director[1,3]

John Rittenhouse

Board meetings attended:
22/24 (92%)
Term of office: 2 years

Aug. 1980 Arthur Young & Co. (USA)
Sep. 1983 Brandeis Intsel (USA)
Nov. 1986 Intermarket Capital Partners (USA)
Oct. 1989 Louis Dreyfus Energy (UK)
Oct. 1998 CFO/Managing Director, EDF Trading Limited (UK)
July 2008 CEO & Board Director, EDF Trading Limited (UK)
Dec. 2020 Board Director (Non-Executive), D. Trading BV (Netherlands)
(current)
Jan. 2022 Outside Director, JERA Americas Holdings Inc. (USA) (current)
May 2022 Board Director (Non-Executive), DTEK Renewables Int. BV
(Netherlands) (current)
Feb. 2023 Board Director (Non-Executive), Spearmint Energy LLC (USA)
(current)
June 2023 Director (Non-Executive), JERA

Reappointed | Outside | Independent

Director[1,3]

Lim Hwee Hua

Board meetings attended:
22/24 (92%)
Term of office: 2 years

Dec. 1996 Member of Parliament, Republic of Singapore
Aug. 2000 Managing Director, Temasek Holdings (Private) Limited
Apr. 2002 Deputy Speaker of the Parliament of Singapore and Chair of the Public
Accounts Committee
Aug. 2004 Minister of State for Finance and for Transport
Apr. 2008 Senior Minister of State for Finance and for Transport
Apr. 2009 Minister in the Prime Minister's Office in Singapore, concurrently Second
Minister for Finance and for Transport
July 2011 Non-Executive Independent Director, Jardine Cycle & Carriage Limited
July 2020 Vice Chair, International Valuation Standards Council (current)
Mar. 2022 Non-Executive Independent Director, Nippon Paint Holdings Co. Ltd
(current)
Apr. 2023 Non-Executive Independent Chair, Japfa Ltd
June 2023 Director (Non-Executive), JERA
June 2024 Chair, International Valuation Standards Council (current)
Nov. 2024 Advisory Board Chair, Toku Pte. Ltd. (current)
Nov. 2024 Chair, SBT Investment 2 Pte. Ltd. (current)
Mar. 2025 Chair, Sembcorp Environment Pte. Ltd. (current)
Mar. 2025 Chair, SembWaste Pte. Ltd. (current)

Candidates for the Board of Directors are determined by the resolution of the Board after consultation by the Nomination and Compensation Committee (the Nomination Committee from June 2025), taking into consideration each person's qualities and abilities necessary to serve as a JERA director in addition to the diversity and composition of the Board. This committee comprises three or more directors, including two outside directors from JERA's shareholder companies. The committee convenes to discuss compensation and other personnel affairs relating to directors, corporate auditors, and executive officers.

Directors and Officers

1 Indicates an outside director as defined in Article 2-15 of the Companies Act
2 Indicates an outside auditor as defined in Article 2-16 of the Companies Act
3 Indicates an independent outside director as defined in JERA's independence criteria
4 Indicates an independent outside auditor as defined in JERA's independence criteria

Reappointed | Outside

Director[1]

Akihiro Watanabe

Board meetings attended:
21/21 (100%)
Term of office: 1 year

Oct. 1980	Joined Heiwa Kyodo Accounting Office, Japan
May 1982	Joined Peat Marwick Mitchell & Co. New York Office
July 1990	Partner (Co-Chief Executive Officer), Peat Marwick Mitchell & Co.
July 1994	Director, CEO, KPMG Corporate Finance
Oct. 2002	Visiting Professor, Graduate School of Business Administration and School of Business Administration, Kobe University
Apr. 2004	Director, CEO, GCA
Aug. 2004	Director (Non-Executive), Acologix Inc. (USA)
Apr. 2005	Visiting Professor, Graduate School of Law, Hitotsubashi University
Apr. 2008	Visiting Professor, Chuo Graduate School of Strategic Management
Nov. 2008	Director (Non-Executive), Ranbaxy Laboratories Ltd.
Dec. 2015	Director (Non-Executive), Maruho Co., Ltd. (current)
Sep. 2016	Director (Non-Executive), Uny FamilyMart HD Co., Ltd.
Feb. 2022	Chair, Houlihan Lokey Corp. (current)
June 2022	Director (Non-Executive), Toshiba Corporation
June 2024	Director (Non-Executive), JERA
June 2025	Outside Director, Daiichi Sankyo Co., Ltd. (current)

New Appointment | Outside | Independent

Director[1,3]

David Crane

Board meetings attended:
—

Nov. 1984	White & Case (US)
June 1991	Vice President, ABB Group Energy Ventures (Hong Kong)
June 1996	Senior Vice President, Lehman Brothers (US)
Mar. 2000	CEO and COO, International Power PLC (UK)
Dec. 2003	CEO, NRG Energy, Inc. (US)
Apr. 2016	Senior Operating Executive, Pegasus Capital Advisors (US)
Apr. 2020	Director (Non-Executive), JERA
Sep. 2020	CEO (Non-Executive), Climate Real Impact Solutions (US)
Jan. 2021	Director (Non-Executive), Saudi Electricity Company (Saudi Arabia)
June 2021	Director (Non-Executive), Climate Transition Capital Acquisition I B.V
Oct. 2021	Director (Non-Executive), Tata Steel
Dec. 2021	Director (Non-Executive), Heliogen Inc.
June 2023	Under Secretary for Infrastructure, United States Department of Energy
June 2025	Executive Chair, Board of Directors, Generate Capital, PBC (US) (current)
June 2025	Director (Non-Executive), JERA

Reason for Appointment

In addition to his deep insight into global political, economic, industrial, and cultural trends, David Crane has a thorough understanding of US policy and regulatory frameworks, as well as strong relationships with top leaders in both the public and private sectors. With extensive management experience as a director of global energy companies both in the United States and internationally, and broad expertise in the energy industry, we consider him well qualified to serve as a director and expect that he will contribute meaningfully to the enhancement of JERA's corporate value.

New Appointment | Outside | Independent

Director[1,3]

Shiro Kuniya

Board meetings attended:
—

Apr. 1982	Registered with the Japan Federation of Bar Associations
Apr. 1982	Joined Oh-Ebashi LPC & Partners
Sep. 1986	Joined Morgan, Lewis & Bockius LLP (US)
Sep. 1986	Partner, Oh-Ebashi LPC & Partners
May 1987	Admitted to the New York State Bar, United States
June 1997	Audit & Supervisory Board Member, Sunstar Inc.
Aug. 2002	Representative Partner, Oh-Ebashi LPC & Partners
June 2006	Audit & Supervisory Board Member, Nidec Corporation
Mar. 2012	Member of the Board, NEXON Co., Ltd. (current)
June 2012	Member of the Board, Ebara Corporation
June 2013	Member of the Board, Sony Financial Holdings Inc.
June 2013	Audit & Supervisory Board Member, Takeda Pharmaceutical Company Limited
June 2016	Member of the Board, Takeda Pharmaceutical Company Limited
June 2021	Member of the Board, TOA Corporation (current)
Feb. 2023	Partner, Oh-Ebashi LPC & Partners (current)
June 2025	Director (Non-Executive), JERA

Reason for Appointment

With extensive experience as a lawyer in both Japan and the United States, Shiro Kuniya has a strong background in international transactions, dispute resolution, M&A, corporate misconduct response, corporate governance, and risk management. He has also served as an outside director for several global companies in Japan. Drawing on his legal expertise and management perspective developed through these roles, we believe he is well qualified to serve as a director. We expect he will provide objective and expert guidance on matters such as compliance and offer appropriate oversight of the JERA Group's business operations.

Reappointed | Outside

Director[1]

Kazuhiro Nabeta

Board meetings attended:
13/14 (93%)
Term of office: 1 year

Apr. 1986	Joined Chubu Electric Power Co., Inc.
July 2015	Executive Officer, General Manager of Electronics & Telecommunications Department, Chubu Electric Power Co., Inc.
Apr. 2016	Executive Officer, General Manager of Group Corporate Planning & Strategy Division, Chubu Electric Power Co., Inc.
Apr. 2018	Executive Officer, General Manager of Corporate Headquarters, Chubu Electric Power Co., Inc.
Apr. 2020	Senior Managing Executive Officer, General Manager of Research & Development Division, Chubu Electric Power Co., Inc.
Apr. 2023	Senior Managing Executive Officer, General Manager of Research & Development Division, CTO, CSO, Chubu Electric Power Co., Inc.
Apr. 2024	Executive Vice President, General Manager of Corporate Planning & Strategy Division and CIO, Chubu Electric Power Co., Inc.
June 2023	Director (Non-Executive), JERA
June 2024	Director, Executive Vice President, General Manager of Corporate Planning & Strategy Division and CIO, Chubu Electric Power Co., Inc. (current)

Corporate Auditors

Reappointed | Outside

Director[1]

Daisuke Sakai

Board meetings attended:
16/16 (100%)
Term of office: 2 years

Apr. 1994	Joined Tokyo Electric Power Co., Inc.
Apr. 2016	General Manager, Business Planning Office, TEPCO Fuel & Power, Inc.
Apr. 2019	President, TEPCO Logistics Co., Ltd.
Apr. 2021	General Manager, Corporate Planning Office, Corporate Management & Planning Unit, TEPCO Holdings, Inc.
Apr. 2022	Managing Executive Officer, Corporate Planning and Business Reorganization Manager, TEPCO Holdings, Inc. Jointly in charge of Business Development and Alliances President, TEPCO Fuel & Power, Inc. (current)
Apr. 2023	Executive Vice President, TEPCO Holdings, Inc. Jointly in charge of Corporate Planning and Business Reorganization
June 2023	Director (Non-Executive), JERA
June 2023	Representative Executive Vice President, TEPCO Holdings, Inc. Jointly in charge of Corporate Planning (current)

Outside | Independent

Corporate Auditor[2,4]

Hideo Oishi

Board meetings attended:
24/24 (100%)
Auditor panel meetings attended:
25/27 (93%)
Term of office: 6 years

Apr. 1985	Joined the Japan Development Bank (now the Development Bank of Japan Inc.)
June 2015	Member of the Board of Directors and Managing Executive Officer at the Development Bank of Japan Inc. (until June 2018)
June 2016	Executive Director, Research Institute of Capital Formation at Development Bank of Japan Inc.
Apr. 2019	Corporate Auditor, JERA

Corporate Auditor

Shuichi Kimura

Board meetings attended:
21/24 (88%)
Auditor panel meetings attended:
27/27 (100%)
Term of office: 2 years

Apr. 1991	Joined Chubu Electric Power Co., Inc.
Apr. 2018	General Manager, Maintenance Group, Thermal Power Generation Business in the Power Generation Company, Chubu Electric Power Co., Inc.
Apr. 2019	General Manager, Kawasaki Thermal Power Station, O&M Department, JERA
Apr. 2021	General Manager, Nuclear Safety Research & Development Center, Research & Development Division, Chubu Electric Power Co., Inc. (Seconded from the O&M Engineering Group, JERA)
Apr. 2023	Senior Supervisor, the Auditor's Section, JERA
June 2023	Corporate Auditor, JERA

Outside

Corporate Auditor[2]

Masahiro Onodera

Board meetings attended:
21/21 (100%)
Auditor panel meetings attended:
21/21 (100%)
Term of office: 1 year

Apr. 1986	Joined Tokyo Electric Power Co., Inc.
Sep. 2012	Secretariat of Corporate Management Reform Division, and Secretariat of the Nuclear Reform Special Task Force, Tokyo Electric Power Co., Inc.
June 2013	General Manager of Nuclear Fuel Cycle Department, Nuclear Power & Plant Siting Division, and Secretariat of the Nuclear Reform Special Task Force, Tokyo Electric Power Co., Inc.
June 2017	General Manager of Resource Aggregation Office, TEPCO Research Institute, and Secretariat of the Nuclear Reform Special Task Force, Nuclear Reform Unit, TEPCO Holdings, Inc.
Feb. 2018	Nuclear Power & Plant Siting Div., TEPCO Holdings, Inc. (Seconded to Nuclear Fuel Transport Company, Ltd.)
June 2018	Corporate Auditor, Nuclear Fuel Transport Company, Ltd.
June 2024	Corporate Auditor, JERA

At JERA, we designate outside directors and corporate auditors who meet specific criteria as being independent of the company. We expect these independent officers to act impartially, free from influence by major shareholders and executives, and to consider the interests of all stakeholders in the management and operations of our company. Their participation ensures meaningful and effective board discussions. Despite being an unlisted joint venture, we are committed to ensuring a board composition and deliberation process that uphold transparency, fairness, and impartiality.

Messages from the Outside Directors

A Decade of Accomplishments
A Bright Future in an Evolving Energy Landscape

Creating Corporate Value and a Culture of Safety

You have been serving as an outside director at JERA since 2021. How do you see your role in this position?

As an outside director for JERA, I see my role as helping executive management create and protect corporate value. I try to do this by sharing many of the lessons I learned working for an international energy company for thirty-six years that are applicable to the challenges facing JERA.

One of the key roles of a Board is to help management develop and execute a strategic plan, allocating human and financial capital in line with that plan. At Chevron, I was responsible for developing the corporation's strategic and business plans, and I'm able to bring that experience to the JERA Board discussions as we discuss its strategies and plans.

How a company successfully manages its relationships with governments and communities is particularly important for JERA as the regulatory landscape evolves due to the energy transition and JERA grows its international portfolio. I had the opportunity to lead Chevron's government and public affairs team, and this experience has been directly relevant to JERA's activities both in Japan and at its international locations.

The final point I would like to address is a company's approach to safety. Like JERA, Chevron prioritizes safety above everything else. I believe that directors, and outside directors in particular, have the responsibility to ensure that safe practices are embedded in everything JERA does. I share with JERA management Chevron's safety philosophy with the goal of further improving JERA's safety culture and performance.

Board Operates with Openness and Candor

What are your observations regarding the discussions and governance practices at the Board of Directors?

Discussions at and around the Board of Directors meetings are very open and candid, with each director being encouraged to express their views based on their particular background and experience. While most often we are able to reach unanimity on decisions, we have had a few times when we were not unanimous, yet we all supported the majority view. In my opinion, this is a sign of a healthy Board—one in which we feel free to express a diverse set of opinions even if they challenge the views of other directors or management.

There is a strong emphasis on ensuring directors (particularly outside directors) understand the issues thoroughly. We have briefing sessions before every Board meeting to answer any of our detailed questions and have the opportunity for one-on-one discussions with management on areas of interest.

The Board of Directors and management treat corporate governance very seriously, including in JERA's relationship with its shareholders. This relationship is multifaceted, with the shareholders being simultaneously investors, customers, and competitors. Over the past few years, JERA has become more and more cognizant of these different facets of the relationship and has put in place processes to ensure appropriate interactions with its shareholders.

Joseph M. Naylor

Independent Outside Director, JERA Co., Inc.

Joseph M. Naylor previously served as Corporate Vice President of Chevron, covering policy, government and public affairs. He joined JERA in April 2021 as a member of the Board of Directors.

As the Energy Landscape Evolves, JERA can Realize its Mission and Vision by Continuing to Focus on Key Areas

As JERA marks its 10th anniversary, what are your hopes and expectations for the company's future?

Congratulations to JERA on its 10th anniversary. All employees should take great pride in what has been accomplished over the past decade. JERA has become a truly global energy company that is valued and respected by all its stakeholders, and whose views are sought by policymakers and opinion leaders around the world.

As we look forward, JERA has a very bright future and must successfully navigate an evolving landscape in order to realize its mission and vision. Part of this evolution is caused by the energy transition and the resultant changes in energy policies, as well as the new technologies that are needed to make the transition work effectively. The company needs to continue to engage with key policymakers to ensure that the laws and regulations that are enacted work for society and industry. It must also continue to develop new technologies to make its products ever cleaner, affordable, and reliable.

Another part of the evolution is the shift from having JERA's shareholders as the major customers of its electricity to a situation where its portfolio of customers is much more diverse. This requires different skill sets, work processes, and systems. It also requires a more externally oriented mindset.

My final expectation for JERA as we look to the future is that the company continues to have a culture that prioritizes safety, values its employees and encourages them to achieve their full potential, attracts the best partners, and is seen as a valued contributor to society.

Messages from the Outside Directors

Sustainable Energy Solutions for a Better World—Our Responsibility

Sustainable Energy: A Path to Net-Zero Emissions

You have been serving as an outside director at JERA since 2023. How do you see your role in this position?

My role as an independent outside director is, firstly, to bring forth views and perspectives from my varied experience in politics and geopolitics, governmental considerations regarding fiscal matters and regulations, perspectives from both the government and private sector angles, and knowledge of Southeast Asian regional economies and the private sector, particularly finance.

Secondly, I must be convinced that every project meets the test of substance, that is, it builds on our core capabilities, especially in all aspects of power generation, including reduction in emissions, and procurement and trading of fuel. The project must also more than satisfy regulatory compliance and meet financial hurdle aspirations. Most importantly, projects must clearly exemplify our goal of decarbonization towards achieving JERA Zero CO_2 Emissions 2050.

Thirdly, overall, I will help ensure that there is a proper governance structure throughout JERA, across the various markets that we operate in, with appropriate reporting lines of responsibilities and well-stated key performance indicators, especially for project leaders, for any project under consideration.

Finally, I will help ensure that the mission and vision is truly lived out and that these statements will be revised as necessary. Thus far, JERA has evolved remarkably, and I continue to find my independent outside director role fulfilling.

Diversity of Views Essential to Perspectives on Different Business Areas and Governance, and Sense of Mission

What are your thoughts on the discussions at the Board of Directors Meeting on governance from a diversity perspective?

The Board of Directors is currently able to offer and discuss a wide range of views given the diverse skill sets and experience of individual directors. There is an ideal combination of executive and non-executive directors, as well as two directors representing shareholders. Many directors have specific experience in global businesses (especially in strategy formulation, mergers and acquisitions, risk management, and sustainability and climate change issues), the energy/trading space, or governmental regulations. Others are competent in finance, technology, and consultancy. All directors uphold strong governance principles.

Given the diversity of skills and experience, discussions at the Board of Directors can best be described as robust and thorough. The Chairman of the Board has been skillfully handling discussions, be they difficult or easy conversations. He has been very mindful about tapping the views of any director who wishes to contribute. Credit should also be given to senior management members who are always able to address issues or concerns competently and professionally.

Going forward, if the company is able to tap into the wide, varying experiences and diverse skill sets of the different directors, discussions at the Board of Directors can continue to be deep and robust. Likewise, succession planning of senior management members should continue to ensure that such members are equipped with the requisite experience and skills to accomplish their tasks competently.

Lim Hwee Hua

Independent Outside Director, JERA Co., Inc.

Lim Hwee Hua has extensive knowledge and experience of the evolving political and economic trends in Asia, including a long career as a member of Singapore's Parliament and as a corporate executive. She joined JERA in June 2023 as a member of the Board of Directors.

JERA—Embarking on a Path Toward Generating More Sustainable, Clean Energy

As JERA marks its 10th anniversary, what are your hopes and expectations for the company's future?

JERA has come a long way in the last decade and can justifiably be proud of the following achievements:

- Ability to come into its own meaningfully, away from its shareholders' wings—Tokyo Electric Power Company Holdings, Incorporated and Chubu Electric Power Co., Inc.—and has successfully integrated the domestic and international fuel and thermal power plant operations.
- Competency in starting new clean energy projects in the renewable space, including the acquisition of Belgian offshore wind firm Parkwind N.V. and successfully integrating these operations into JERA Nex bp.
- Advanced decarbonization efforts toward achieving JERA Zero CO_2 Emissions 2050, notably by reducing CO_2 emissions at existing thermal power plants through hydrogen and ammonia substitution.
- Acquired leadership in liquefied natural gas procurement and trading.
- Competency in financial management across many fronts—from existing projects to trading to new clean energy solutions.
- Establishment as a global company in terms of mounting acquisitions or seeking investments in regional partners, where regulations do not permit complete ownership.

I expect JERA to continue seeking participation in different energy solutions all over the world, in its trademark cautious and responsible manner. I wish JERA many more successful decades to come.

Risk Management

Fundamental Approach and Issue Awareness

We strive for effective risk management by understanding the risks associated with our corporate activities and minimizing losses when these risks materialize. These efforts support our goal of enhancing corporate value and fulfilling our social responsibility to stakeholders.

Potential risks that could have a significant impact on our corporate activities include market risks (commodities, foreign exchange, and interest rates); risks of policy changes, particularly in energy and environmental policies; business investment risks, including surges in labor costs and prices of materials and equipment, quality control issues related to fuel properties, damage to company facilities due to operational accidents or natural disasters, shutdowns, or construction delays; compliance risks; reputation risks; and threats such as cyberattacks and malware affecting power plant control systems and other critical infrastructure.

In addition, geopolitical risks arising from heightened political and social tensions between countries and regions, such as the situation in Russia and Ukraine and US-China relations, must be appropriately addressed in the same manner as country risks (risks arising from political instability in a given country).

The JERA Group is committed to the continued enhancement of its risk management to fulfill its social responsibility as an energy company that supports social infrastructure.

Risk Management System

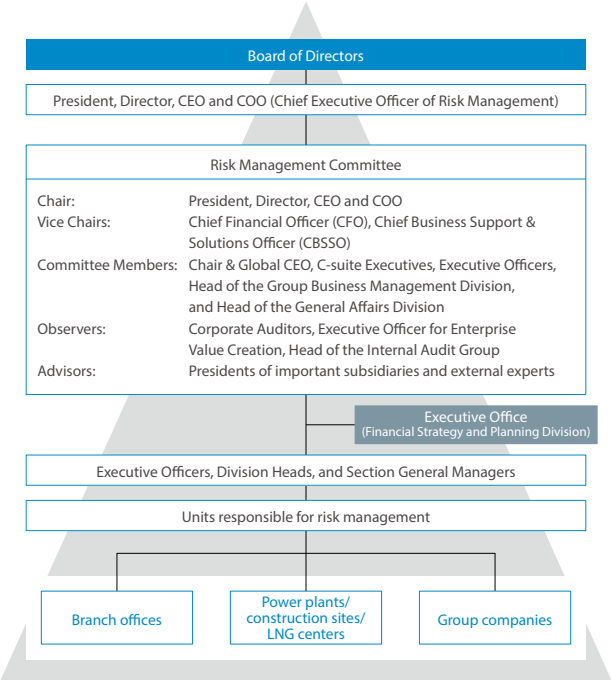
We have established a highly effective risk management system headed by the company President, Director, CEO and COO to ensure that we can provide a stable supply of energy in addition to other important social responsibilities. In non-emergency situations, our fundamental approach to risks associated with our business activities is to manage them within the execution of duties by the unit responsible for the operations. When the risk affects multiple divisions, we manage it appropriately in a cross-organizational manner. In the event of a crisis, an emergency task force headed by the company President, Director, CEO and COO is deployed to respond quickly and appropriately to minimize the impact on our business.

In addition, the Financial Strategy and Planning Division, which serves as the risk management division at JERA, is organizationally and structurally independent from each division that conducts business, contributing to healthy tension within the system. The Risk Management Committee, chaired by the company President, Director, CEO and COO, meets quarterly and is attended by several parties to ensure appropriate monitoring of risks (see Risk Management Structure below). These include the C-suite executive or officer in charge of each division, corporate auditors, and the Internal Audit Group, among others. In particular, we strive to prevent risks from materializing by reporting on our policies and specific measures for dealing with risks that could significantly impact our business. In the unlikely event that a risk materializes, the necessary reports on the response are provided on a quarterly basis.

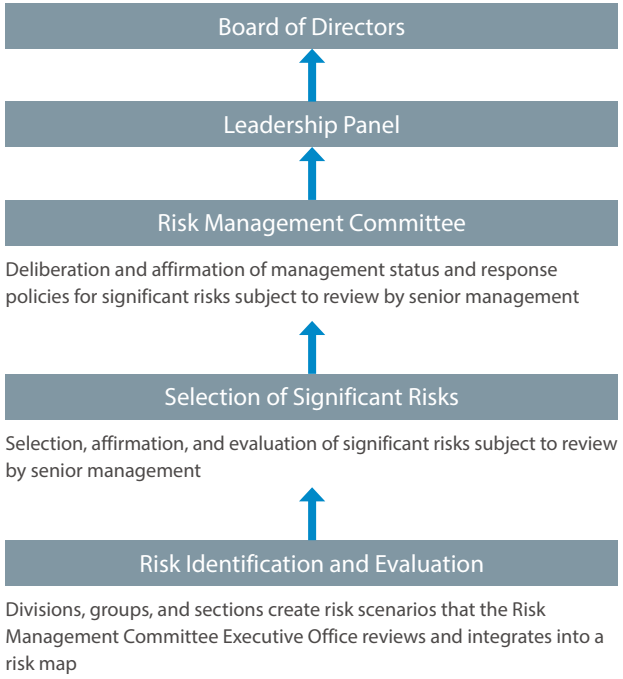
The matters discussed by the Risk Management Committee are reported as appropriate to the Board of Directors. For newly appointed outside directors, we provide explanations of our Risk Management System and methods, facilitating an exchange of views to incorporate their insights.

Risk Management Structure

(as of July 31, 2025)



Risk Assessment Flowchart



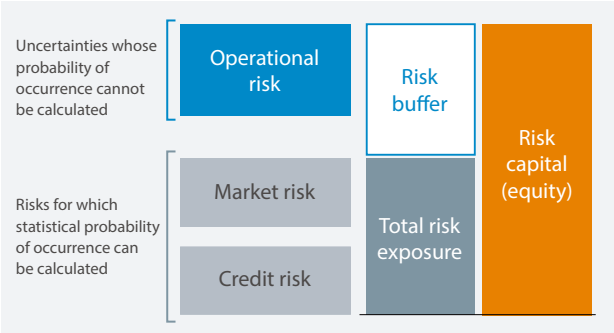
Risk Management

Highly Effective Risk Management

Our approach to risk management is based on combining the functions of integrated risk management, evaluation of financial soundness, and evaluation of individual investments.

Integrated Risk Management

Integrated risk management defines and classifies the risks we face into three categories: operational risk, market risk, and credit risk. We quantify our total risk exposure based on market risk and credit risk. The difference between total risk exposure and risk capital is calculated as the risk buffer.

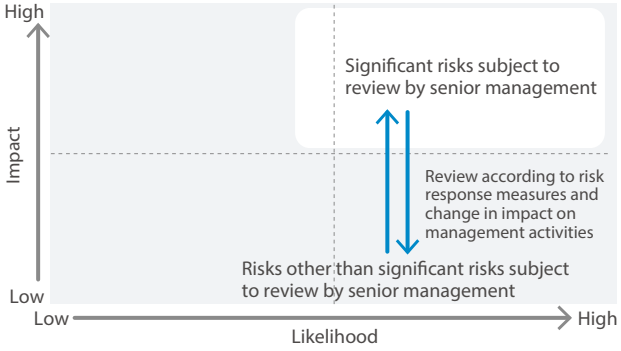


Our risk buffer is maintained at a certain level by considering operational risk as an uncertainty for which the probability of occurrence is incalculable.

Operational risk is managed using a risk heat map that has impacts management activities on the vertical axis and the likelihood of risk occurrence on the horizontal axis. For each managed risk, we take measures such as retention, mitigation, and transference in cooperation with each division and the Financial Strategy and Planning Division, depending on the type and characteristics of the risk.

Among operational risks, risks that have a high impact on management activities and a high likelihood of risk occurrence are identified as significant risks subject to review by senior management. The Risk Management Committee, the Leadership Panel, and the Board of Directors meet quarterly to discuss the level of integrated risk, along with the policies and specific measures for addressing these significant risks, which are reviewed in particular by senior management.

Risk Heat Map



The next page lists major risks that could affect the group's performance and financial position, reflecting the significant risks subject to review by senior management.

Evaluation of Financial Soundness

In our evaluation of financial soundness, we use the rating methodologies of rating agencies to evaluate the long-term outlook for financial rating levels in the business planning workflow and implement balance sheet management to maintain our credit rating of A through FY2035.

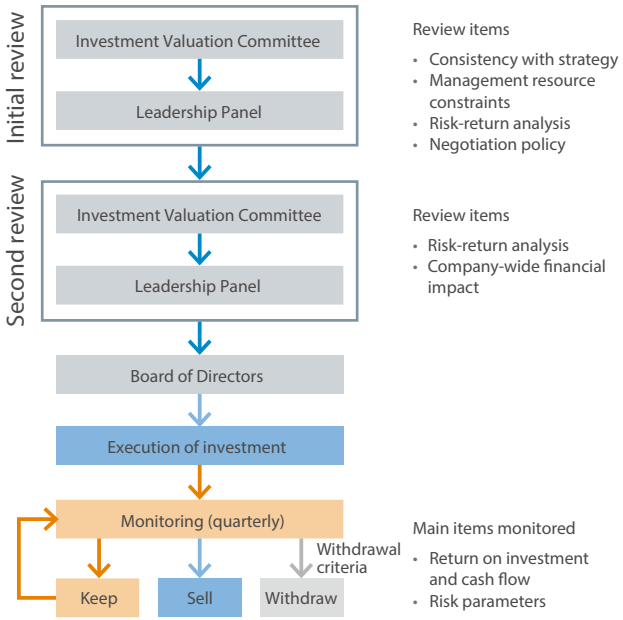
Evaluation of Individual Investments

After confirming the consistency of individual investment evaluations with our field-specific investment strategies, our Investment Valuation Committee, which includes members with experience in investment screening at financial institutions and other organizations, conducts reviews by which we verify the long-term investment potential.

In addition, we properly evaluate and manage risks by engaging in regular monitoring and establishing withdrawal criteria.

Our risk-return analysis utilizes more than 200 guideline rates calculated for each strategic target country and business.

Investment Valuation Process



Risk Management

Group Business Risks

The main risks that could impact the business performance and financial condition of our group include the following.

Risk Categories	Details	Countermeasures
(1) Risks related to shareholder relationships		
① Capital relationships with shareholders	• Differences of opinion among shareholders	• Enhancement of communication through three-company discussions and other forums
② Transactions with shareholder group companies	• Changes in contracts or transaction terms	• FY2025 contracts have been concluded; in-year matters handled through ongoing discussions
(2) Risks related to the external environment		
① Economic and weather conditions	• Impact of economic trends and temperature fluctuations on electricity sales volume	• Continuous monitoring of economic trends • Operational adjustments such as increased output and maintenance scheduling at power plants
② Fuel price fluctuations	• Impact of market price and exchange rate fluctuations on fuel costs	• Timely reflection of market fluctuations in fuel procurement with major clients
③ Changes in the competitive environment	• Growing complexity in forecasting energy supply and demand • Acceleration of policy deliberations on GX-ETS introduction • Progress in nuclear restarts and renewable energy expansion	• Establishment of a competitive and flexible fuel procurement portfolio • Promotion of low-carbon thermal power generation using hydrogen and ammonia, and improving efficiency by replacing aging facilities
④ Adaptation to a decarbonized society	• Introduction and strengthening of legal and regulatory frameworks	• Replacement of aged facilities with cutting-edge, high-efficiency alternatives in order to avoid stranded, unprofitable thermal power assets
⑤ Exchange rate fluctuations	• Risk of capital reduction due to yen appreciation (foreign currency translation adjustment risk)	• Partial risk mitigation through foreign currency-denominated liabilities
⑥ Interest rate fluctuations	• Risk of increased interest expenses	• Procurement of the majority of interest-bearing liabilities at fixed interest rates
(3) Risks related to business activities		
① Fuel business ② Overseas power generation and renewable energy business ③ Domestic thermal power generation and gas business	**Cross-Business Risks** • Changes in the business environment (e.g., rising labor and material costs) **Fuel Business** • Risks related to price fluctuations and credit • Risks from policy changes in investment destination countries **Overseas Power Generation and Renewable Energy Business** • Supply chain disruptions **Domestic Thermal Power Generation and Gas Business** • Changes in demand, market conditions, and regulations	**Cross-Business Risks** • Strict pre-investment screening, post-investment monitoring, and defined exit criteria **Fuel Business** • Establishment of risk limits and monitoring of compliance to address price fluctuation and credit risks • Pursuit of a stable business environment via the Japanese government and local partners to mitigate policy change risks **Overseas Power Generation and Renewable Energy Business** • Development of a "glocal" system, safe and efficient asset management, and effective management of platform investments **Domestic Thermal Power Generation and Gas Business** • Creation of a strong sales portfolio through a mix of bilateral and market-based trading
④ Natural disasters and unexpected accidents	• Natural disasters, equipment-related accidents, terrorism, war, and civil unrest	• Formation and maintenance of optimal facilities; ensure disaster resilience
(4) Other risks		
① Compliance	• Incidents of legal violations or unethical corporate conduct	• Initiatives to embed corporate ethics in business operations • Establishment of a new structure for a three lines of defense and clarification of internal rules to respond to business improvement recommendations
② Information management	• Risk of information leaks	• Rigorous management of information through refinement of internal rules and employee training

Note: The above table is based on the information in our annual securities report (FY2024)

Risk Management

Business Continuity Management

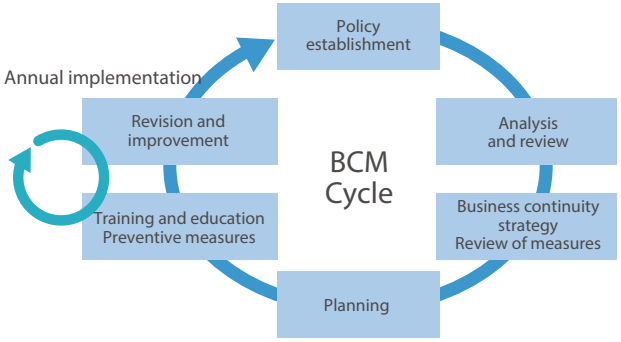
To ensure that our group's important operations are not disrupted and can be quickly restored even in the event of major risks such as natural disasters or the spread of infectious diseases, it is essential to engage in ongoing preparedness efforts during normal times. Therefore, in compliance with legal requirements, we have formulated the Operational Disaster Risk Reduction Plan, the Operational Plan for the Protection of Citizens, and the Operational Plan for COVID-19 and Other Pandemic Countermeasures. We have also established business continuity management (BCM) policy based on international standards.

Strategic Activities Based on the BCM Policy

We have established the following basic policy for BCM:

- In the event of any disaster or emergency, we will place the highest priority on the safety and security of people and ensure public safety in compliance with laws and regulations.
- In order to fulfill our responsibility as an energy provider supporting the social infrastructure in Japan, we will contribute to society and local communities by quickly restoring and continuing our core business of supplying them with electricity and gas.

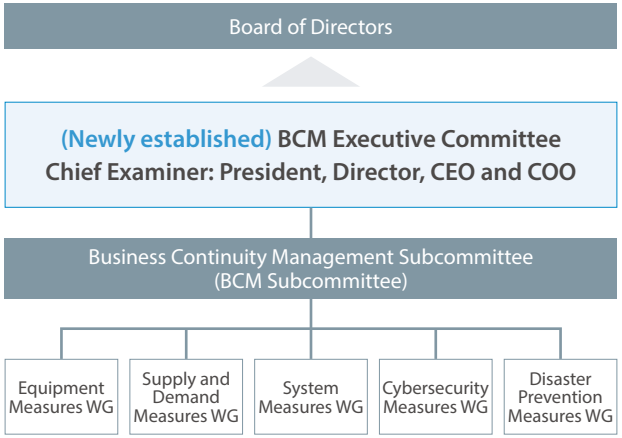
Under this basic policy, we formulate a BCM promotion plan each fiscal year and systematically carry out BCM activities, including training, proactive measures, and education.



BCM Promotion System

To monitor the progress of BCM activities, we have established the BCM Subcommittee and specialized working groups (WGs) to formulate training plans and track the progress of preventive measures.

Beginning in FY2025, we established a BCM Executive Committee, with participation from external advisors, as a forum for management to deliberate and decide on key matters concerning company-wide BCM and the evaluation of associated initiatives.



Enhancing Execution Through Training Drills

During training, we collect and coordinate information in anticipation of a supply-demand crunch following a large-scale earthquake, ranging from devising recovery plans for thermal power plants and sharing information with affected facilities to issuing press releases. When formulating training scenarios, we anticipate severe conditions, including widespread power outages and communication disruptions. We conduct training on the use of backup systems and satellite communications, as well as information coordination with power grid operators.

Additionally, we are enhancing our emergency response capabilities by conducting targeted training for various crisis events, such as responding to intrusions at power plants and dealing with fuel tanker incidents.

In-house training drills

Strengthening of Response to Cyberattacks

In light of the recent increase in damage caused by cyberattacks, we are continuously conducting recovery and information coordination drills in preparation for a potential cyberattack on a power plant.

To formulate a business continuity plan for potential system disruptions during cyberattacks, the Cybersecurity Measures Working Group has been established to reevaluate the impacts on critical systems. Plans are underway to develop recovery and response protocols for cyberattacks and to conduct company-wide training drills.

Third-Party Assessment of BCM

In July 2023, we obtained resilience certification for our business continuity initiatives following a rigorous review by external experts. We also engage third-party organizations to evaluate our training exercises and continue to work on enhancing their effectiveness.

Information Security

Fundamental Approach

At JERA, our mission is to provide cutting-edge solutions to the world's energy issues.

The use of information technology is indispensable for achieving this mission, and we have established the JERA Group Information Security Basic Policy to protect our information assets and enhance the safety of transactions.

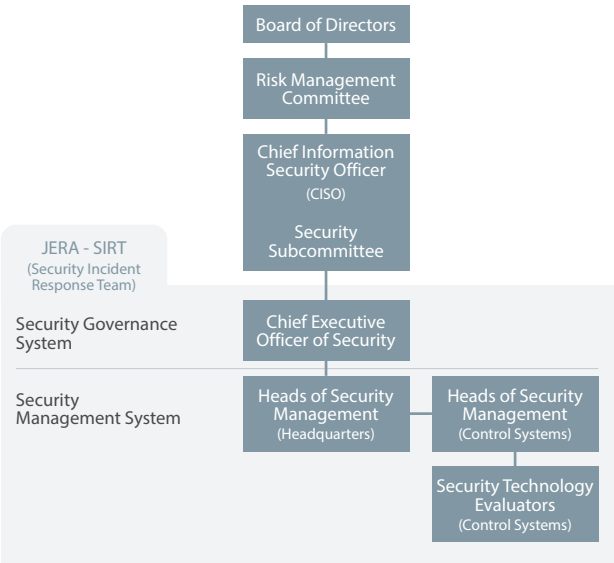
JERA Group Information Security Basic Policy
https://www.jera.co.jp/en/security

Cybersecurity Management System

To promote cybersecurity, we have established a framework for managing cybersecurity risks under the responsibility of senior management and our Chief Information Security Officer (CISO).

Cybersecurity Management Structure

(as of July 1, 2025)



The Security Subcommittee, headed by the CISO, has been established to promote cybersecurity activities during normal operations in coordination with the Risk Management Committee, which oversees the entire risk management structure.

Moreover, we have established security management functions and the Security Incident Response Team (JERA-SIRT) to support the CISO and management in overseeing cross-organizational security measures and incident response.

Enhancement Information Security Measures

The scope of the JERA Group information Security Basic Policy extends to all personnel involved in operations and all resources used in operations, such as materials and environments. In addition to properly managing and protecting related information assets through periodic vulnerability assessments and centralized vulnerability management, we are working to strengthen security measures to address risks such as cyberattacks.

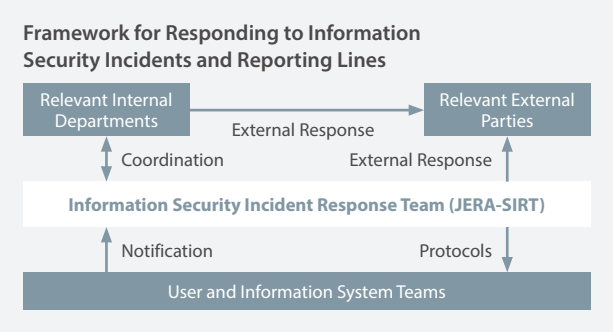
There continued to be no serious incidents related to information security or the protection of personal information in FY2024.

We continuously educate all employees who handle information assets to raise their awareness of information security and improve their skill level. Our aim is to ensure thorough compliance with this policy and relevant laws and regulations.

Education and Training on Information Security (FY2024)

Security Education		Training on Targeted Email Attacks	
Participants:	4,747 (including officers, employees, and temporary staff)	Participants:	4,858 (including officers, employees, and temporary staff)
Frequency:	Once a year	Frequency:	Twice a year
Method:	e-learning	Method:	Email

Framework for Responding to Information Security Incidents



At JERA, we have formulated a roadmap for future security initiatives, including a plan to establish a global security infrastructure to improve security across the entire group.

In addition, to promote operational efficiency through the use of secure generative AI, we have formulated the JERA AI Usage Guidelines, which include security requirements and usage protocols. We have shared these guidelines with all officers and employees.

Enhancement of Information Security Measures for Domestic and Overseas Group Companies

We base our group's security initiatives on the Cybersecurity Management Guidelines established by the Ministry of Economy, Trade and Industry to review and implement JERA group security initiatives. We are also promoting security management at group companies both in Japan and overseas, with ongoing efforts to strengthen information security through risk management and employee training. Additionally, in March 2024, we obtained Information Security Management System (ISMS) certification for a portion of the operations at our group company, JERA Cross Co., Inc.

Compliance

Fundamental Approach to Promoting Compliance

Defining our Vision of Compliance as "To be" to Advance Our Distinctive Approach

The JERA Group, with approval from the Board of Directors, has established and announced the Corporate Compliance Policy, which serves as the foundation for achieving our Corporate Philosophy and sets forth the obligations for all officers and employees. As a company that owns and operates an entire value chain stretching from upstream fuel development and procurement to power generation and wholesale electricity and gas sales, we have a responsibility to address a range of compliance challenges. We have defined JERA's vision of compliance as "To be" and strengthened our Three Lines of Defense framework while incorporating lessons from a recent incident (➡ P.89). As a united group, we will continue striving to conduct business activities with compliance as our top priority.

To be	Discipline and autonomy	• Each division and affiliated company autonomously promotes compliance activities under the group-wide Corporate Compliance Policy • Discipline is based on societal and stakeholder expectations, rather than sorely internal viewpoints
	From reactive to proactive risk management	• Risk areas are analyzed and identified to enables the implementation of proactive, balanced measures before any incidents occur • Compliance risk management is strengthened during normal operations in order to help minimize the impact of compliance violations during emergencies
	Fostering a corporate culture where people can speak up	• Efforts are made to foster and embed a corporate culture where employees can voice concerns when irregularities are perceived • Initiatives are reinforced to encourage active participation in compliance activities

JERA Group Corporate Compliance Policy
https://www.jera.co.jp/en/sustainability/compliance/ethicspolicy

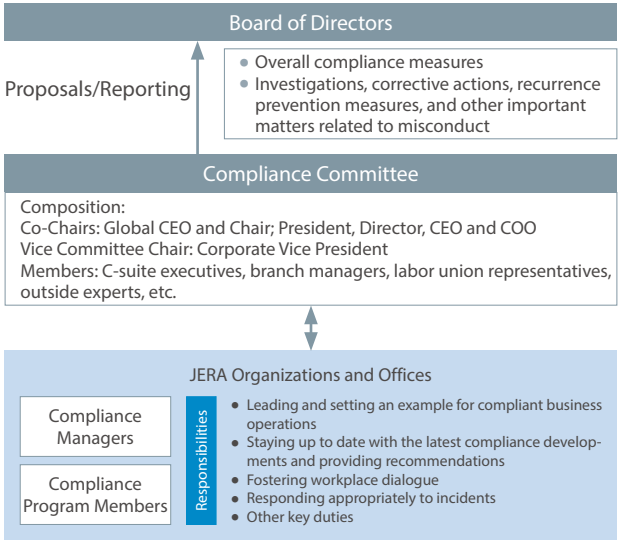
JERA Group Compliance Code of Conduct
https://www.jera.co.jp/en/sustainability/compliance/codeofconduct

Compliance Promotion System

Assigning Compliance Managers to Each Organization and Office Under the Compliance Committee to Facilitate Autonomous Compliance Efforts

JERA established the Compliance Committee to review and decide on various compliance-related measures. The committee meets at least twice a year. We will continue striving to maintain a compliance promotion system that extends from management to all employees.

Compliance Program Structure (as of July 1, 2025)



Compliance Education and Training

Compliance Promotion Month, Power Plant Visits, and Other Initiatives to Foster a Corporate Culture Where Employees Can Speak Up

We reflect the views and feedback of Compliance Committee members and employees in our compliance-related education and training.

In FY2024, we implemented various education and training programs and information sharing initiatives with an emphasis on two-way communication.

In FY2025, we will carry out measures focused on proactively addressing risks and further enhance education and training aimed at fostering a culture where employees can make their voices heard.

FY2024 Compliance Education and Training Measures

- Distributed monthly compliance messages from executives to all employees
- Revised the JERA Compliance Guidance and case studies collection
- Held Compliance Promotion Month, implementing e-learning based on the Corporate Compliance Policy while integrating compliance managers' messages in discussions at organizations and offices
- Organized power plant visits to listen to employee concerns and review opportunities for improvement
- Streamlined information delivery channels by leveraging various tools

Key Compliance Issues

Measures Focused on Fair, Equitable Trade and Corruption Prevention

The JERA Group conducts business activities in compliance with domestic and international laws, upholds the principles of free trade and market competition, and is committed to equitable and fair trade with stakeholders. We also build and maintain fair and transparent relationships with political and administrative entities in each country and region, while developing appropriate business activities globally.

Prioritization of Compliance with Electricity Business-Related Legislation

We give top priority to compliance with competition laws and the Electricity Business Act, including adherence to the Guidelines for Proper Electric Power Trade and ensuring nondiscrimination between internal and external power recipients.

Compliance

Mutually Beneficial Relationships with Stakeholders

- JERA publicly declared its commitment to further collaboration and mutually beneficial relationships with suppliers, subcontractors, and others based on its Declaration of Partnership Building. In 2025, we also announced actions for the promotion of sharing and providing expertise as well as holding study groups related to the KENKO Investment for Health.
- We are committed to responsible procurement in consideration of corporate social responsibility and environmental, social, and corporate governance factors, including quality assurance, appropriate procurement cost management, compliance with laws, regulations, and corporate ethics, safety assurance, and business continuity planning.
- As part of our efforts to prevent cartel and bid-rigging with competitors, we formulated and implemented our Internal Rules on Contact with Competitors in 2024.

Focused Countermeasures on Bribery Risks

- To proactively prevent bribery of domestic and foreign public officials, we have established and strictly comply with internal rules that prohibit all forms of bribery. We also implement monitoring and oversight to ensure compliance.
- We conduct e-learning programs on bribery prevention.
- We also conduct due diligence to prevent corruption, particularly for transactions and mergers and acquisitions in countries and regions with high corruption indices.

Procurement Policy
https://www.jera.co.jp/en/corporate/business/procurement

Declaration of Partnership Building
https://www.jera.co.jp/en/sustainability/partner

JERA Group Corporate Compliance Policy
https://www.jera.co.jp/en/sustainability/compliance/ethicspolicy

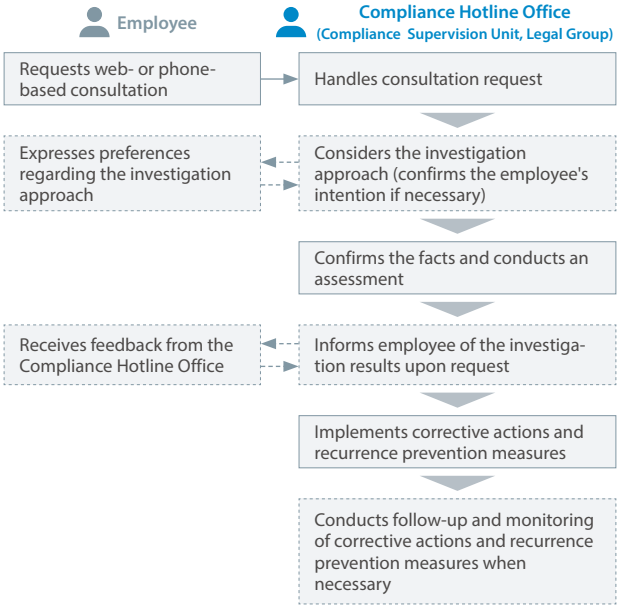
JERA Group Compliance Code of Conduct
https://www.jera.co.jp/en/sustainability/compliance/codeofconduct

Whistleblower System

Fostering of a Culture Where Employees Can Speak Up by Enhancing the Accessibility of the Whistleblower System

We have established a whistleblower hotline (the Compliance Hotline) to prevent compliance violations and quickly detect and resolve any violations that do arise. Our internal whistleblower rules stipulate that anonymous reporting is possible, retaliation or any disadvantageous treatment is strictly prohibited, and external and various other hotlines are available. In addition, we conduct e-learning programs on whistleblowing for all employees.

Whistleblowing Process



Notes: 1, The consultation method (such as a Teams meeting, email, or web-based whistleblowing system) is decided based on the employee's preference.
2, When necessary, relevant parties may be asked to cooperate with the investigation.

FY2024 Measures to Improve Accessibility of the Whistleblower System

- Revision of Internal Whistleblower Rules
  To further encourage the use of the whistleblower hotlines, we revised our internal whistleblower rules to make it obligatory for employees to report misconduct promptly through internal channels, and clarified and strengthened our internal leniency system.
- Introduction of Web-Based and Telephone-Based Whistleblower Hotlines
  To improve accessibility and ensure anonymity for our whistleblower hotlines, we introduced a web-based hotline and telephone-based hotline operated by an external third-party provider.
- Reinforced Linkage with the HR System
  We revised our internal rules on disciplinary actions to ensure coordination between the internal leniency system for whistleblowing and the disciplinary system.

In FY2024, a total of 25 cases were reported through the whistleblower hotlines. These consisted of 14 harassment reports, 5 reports of expenses misuse, 4 labor-related reports, and 2 other matters. We are enhancing our system to encourage and make it easier for employees to report concerns or misconduct. This includes assigning dedicated staff, improving trust in the whistleblower system, and conducting regular awareness-raising activities.

Whistleblowing Contact Points

Compliance Hotline (Whistleblower Hotline)	Internal + External
Harassment Consultation Service	Internal + External
Working Hours Consultation Service	Internal
Anzen Post	Internal

Compliance

Recurrence Prevention Measures in Response to a Business Improvement Recommendation

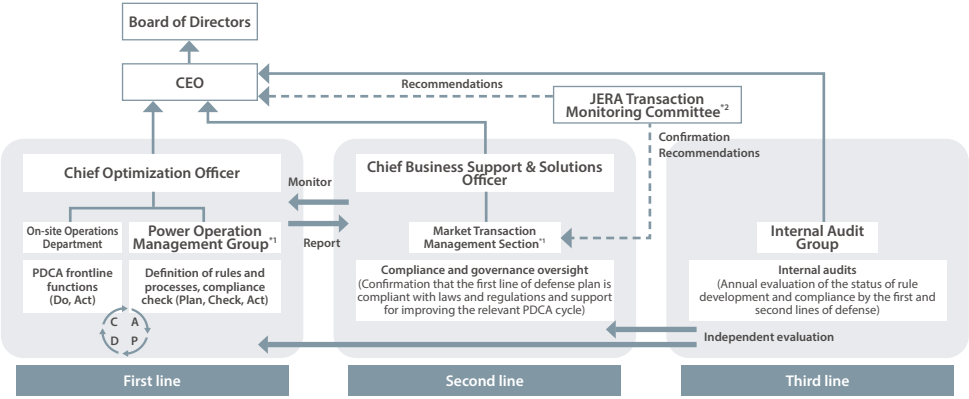
Overview

On November 12, 2024, JERA received a business improvement recommendation from the Electricity and Gas Market Surveillance Commission related to electricity selling bids in the spot market of the Japan Electric Power Exchange (JEPX). It was noted that a portion of surplus electricity from our power generation facilities had not been offered on the market.

Although certain employees were aware of the electricity not submitted for bidding, they did not recognize that this constituted a violation of the Guidelines for Proper Electric Power Trade stipulated by the Japan Fair Trade Commission and the Ministry of Economy, Trade and Industry. As a result, the situation continued for an extended period of time. The underlying factors included a lack of shared understanding of trading operations between the trading departments and other departments. The root causes were identified as insufficient organizational mechanisms and inadequate cultivation of a corporate culture for shared understanding.

Outline of Recurrence Prevention Measures

Based on the above root cause analysis, JERA formulated recurrence prevention measures centered on building mechanisms and cultivating corporate culture, with the aim of reducing the risk of inappropriate incidents and ensuring early detection and correction should they arise. As one measure for building organizational mechanisms, we established a new Three Lines of Defense framework related to electricity market trading operations. To bolster the plan-do-check-act (PDCA) cycle in the first line of defense, we established a dedicated department responsible for defining and monitoring adherence to internal rules and processes for electricity market trading operations based on an understanding of business and legal requirements. We also established a dedicated second line of defense department specialized in electricity market trading to strengthen oversight. Through these efforts, we will prevent inappropriate incidents from occurring while adapting to changes in the business environment.



*1 Newly created as part of establishing the Three Line of Defense framework

*2 A council containing external experts that reports directly to President, Director, CEO and COO. The council reviews and confirms the legality and appropriateness of electricity and gas wholesale transactions.

Progress on Recurrence Prevention Measures

Under our initiatives for building organizational mechanisms, we are working to strengthen systems that reduce the risk of inappropriate incidents, enable early detection, and facilitate improvements. This includes enhancing education on electricity market regulations and systems, reviewing and clarifying internal rule frameworks and business processes, and reinforcing proper data management frameworks.

Under our initiatives for cultivating corporate culture, we are striving to create an environment in which employees can ask advise and feel empowered to voice concerns whenever they feel uneasy in their work. Measures include meetings between onsite operations staff and the President, Director, CEO and COO and the COPTO, cross-organizational case study discussions, enhanced communication between departments engaged in electricity market trading, and establishing and raising awareness of consultation hotlines.

We will continue to implement these recurrence prevention measures while also setting clear goals and evaluation methods for each measure, reflecting on our efforts and steadily driving further improvement.

VOICE

We believe that compliance is the non-negotiable foundation for everything we do.
I will personally take the lead in ensuring that recurrence prevention is thoroughly implemented.

Hisahide Okuda
President, Director, CEO and COO

We sincerely apologize to all market participants for any concerns raised in connection with our failure to offer a portion of our surplus electricity to the JEPX spot market for bidding. We also regret any concerns raised over our receipt of a business improvement recommendation from the Electricity and Gas Market Surveillance Commission.

We take this incident very seriously and have renewed our recognition of the importance of compliance. I myself will take the lead in making this matter a management priority. By continuously verifying and reviewing the effectiveness of our recurrence prevention measures, we will drive improvements in market trading operations through a dual focus on building organizational mechanisms and cultivating corporate culture.

Beyond this incident, we will continue to appropriately address the environment surrounding our group and remain committed to compliance.

Human Rights

Fundamental Approach

Respecting for Human Rights as the Foundation of All Business Activities

We strongly recognize the importance of promoting human rights efforts. Our mission calls for contributing to the resolution of global challenges. Through our global business activities, we seek to help resolve energy challenges not only in Japan but around the world, and to achieve sustainable growth alongside society. To this end, we believe that respect for human rights forms the very foundation of all business activities.

We also believe that employees can only reach their full potential in a comfortable work environment free from discrimination and harassment. We are committed to acting with integrity and respect for human rights based on the highest ethical sense to fulfill our mission as a global company.

JERA Group Human Rights Policy and Structure

Establishing a Human Rights Policy and an Internal Whistleblower System for Human Rights Risks

In April 2022, we established the JERA Group Human Rights Policy. This policy was founded in accordance with international rules regarding human rights, such as the UN's Universal Declaration of Human Rights and Guiding Principles on Business and Human Rights. We recognize the potential impact of our activities on the human rights of stakeholders, including customers and local communities, and this policy mandates a sustained effort to avoid complicity in any human rights violations. In accordance with this policy, we undertake the identification, prevention, mitigation, monitoring, and rectification of human rights risks and report our findings at internal committee meetings. Information regarding this policy and our human rights initiatives is published on our website and other platforms as we continue to engage in open dialogue with our stakeholders.

Management Committee (the Leadership Panel)

Promotion of Human Rights Due Diligence and the Establishment and Operation of a Human Rights Structure

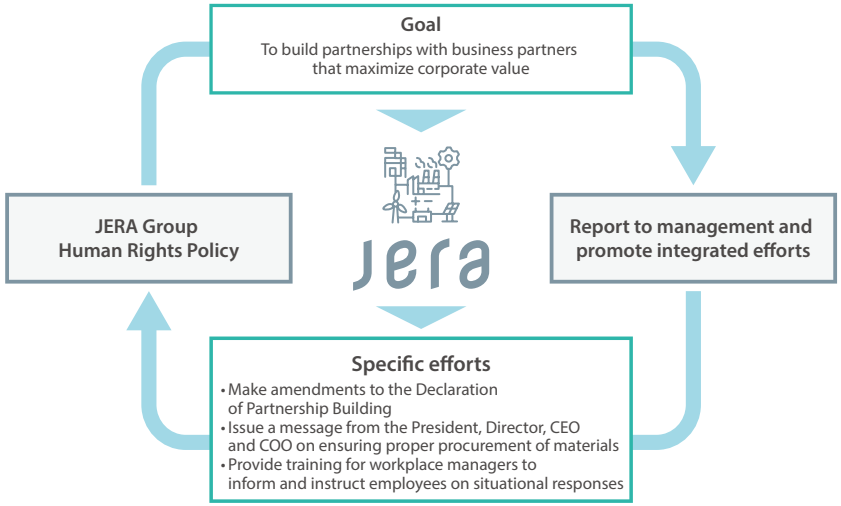
Working to Stably Maintain and Expand Value Chains That Contribute to Solving Global Energy Issues from the Perspective of Developing Human Rights Due Diligence

With the aim of promoting respect for human rights across our entire supply chain, we are working to establish a human rights due diligence framework that is based on the UN Guiding Principles on Business and Human Rights, the OECD Due Diligence Guidance for Responsible Business Conduct, and Japan's Guidelines on Respecting Human Rights in Responsible Supply Chains. Our major initiatives to date include the following:

- In addition to the identification and evaluation of human rights risks in each workplace to date, in FY2024 we conducted a company-wide employee survey covering areas such as the supply chain and human rights. We also responded to employee questions and concerns and implemented activities to improve human rights risks.
- To promote mutually beneficial relationships within the supply chain, we continue to implement fair trade initiatives for small and medium-sized companies aimed at encouraging our business partners to improve the working environment for their employees.

Under the JERA Group Human Rights Policy, we are committed to regularly reviewing human rights issues and continuously working to resolve and rectify them as we move forward.

Examples of Fair Trade Practices to Reduce Human Rights Risks



Human Rights

Relief Mechanisms for Human Rights and Other Issues

Establishing a Specialized Harassment Consultation Service

We have established the Harassment Consultation Service and whistleblower hotlines to quickly detect and resolve human rights violations concerning the JERA Group and maintain a safe and comfortable work environment for our employees. We are dedicated to preventing any inappropriate behavior that infringes upon human rights, including sexual harassment and abuse of power. We quickly and carefully respond to all matters for which consultations are sought and take appropriate corrective action while ensuring the complete anonymity of the whistleblower. We also work to prevent the recurrence of inappropriate behavior through the types of education and training described above.

Compliance: Whistleblower System ➡ P.88

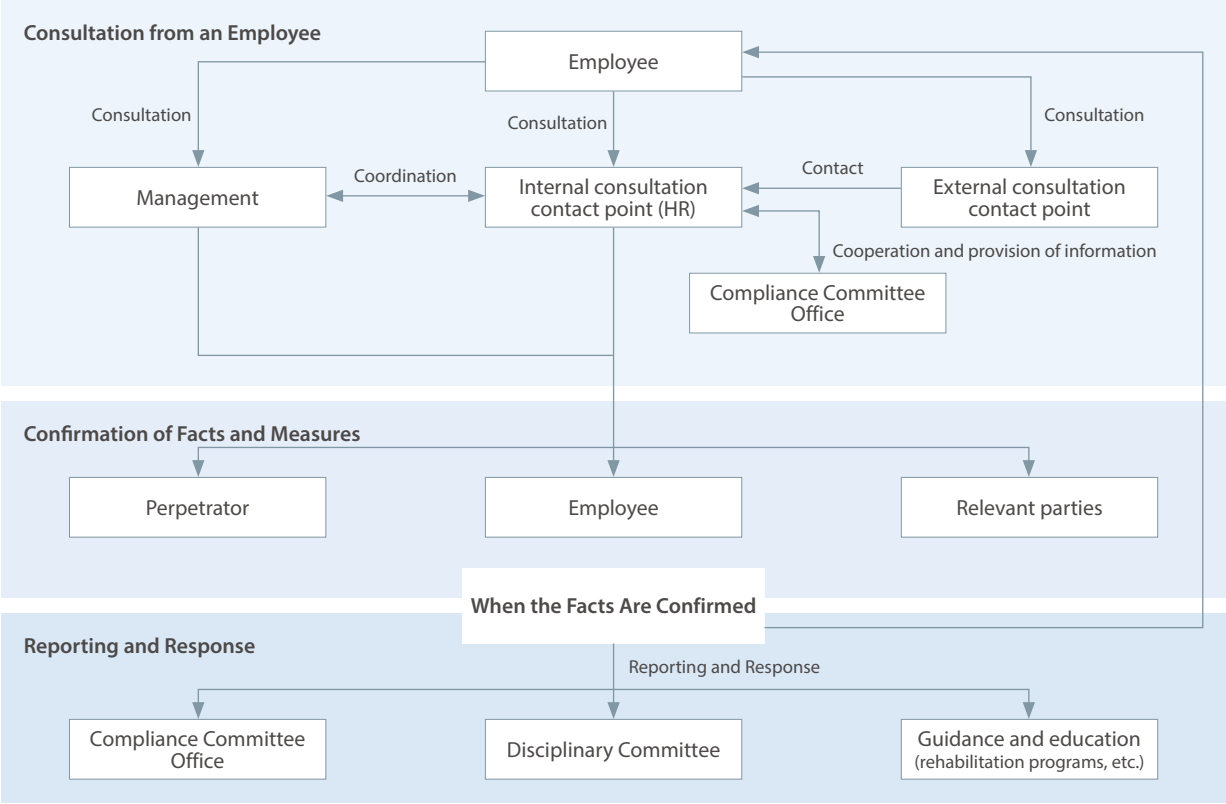
Harassment Consultation Service

Improving the Accessibility of the Harassment Consultation Service

We have established the Harassment Consultation Service with contact points both inside and outside the company (the external contact point is handled by outside attorneys). Consultation requests were previously only accepted via email, but starting in FY2024 we began accepting consultation requests through multiple channels such as telephone and a dedicated system. The Harassment Consultation Service also functions as an internal whistleblower contact point as defined under the Whistleblower Protection Act. We ensure thorough protection for those seeking consultation, including prohibiting any disadvantageous treatment and safeguarding anonymity. As a result of our efforts to cultivate a corporate culture where employees can voice concerns, and to improve the accessibility of consultation methods, 18 cases were reported through the Harassment Consultation Service in FY2024.

Human Rights Education and Training

Holding Educational and Awareness-Raising Activities During Human Rights Week

In December 2024, we designated one week, including World Human Rights Day, as the company's Human Rights Week and conducted human rights education for all employees. Through such educational efforts, we strive to create a welcoming work environment free from discrimination and harassment and raise awareness of human rights to the level required for global business development. During the same month, we invited an external lecturer to conduct a seminar for all of our managers on harassment, one of the most pressing human rights issues in the workplace, using actual case examples. We aim to continue these educational and training activities to enhance and establish a deeper understanding of human rights within the organization.

Response Process for Harassment Consultations