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JERA's Value Chain and Reporting Segments

Our Three Reporting Segments

Our reporting segments consist of three business initiatives: domestic thermal power generation and gas, fuel, and overseas power generation and renewable energy.

Our domestic thermal power generation and gas business provides a stable supply of high-quality energy, with operations spanning fuel procurement and receiving, O&M (operations and maintenance) of power generation facilities, and engineering (development and construction).

Our fuel business handles the production and transportation of LNG, which serves as fuel for thermal power generation, as well as its optimization through the market.

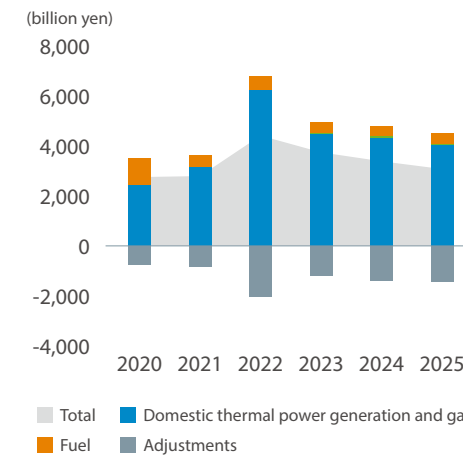
Our overseas power generation and renewable energy business advances power generation projects outside Japan as well as renewable energy development both in Japan and overseas.

JERA's Strengths

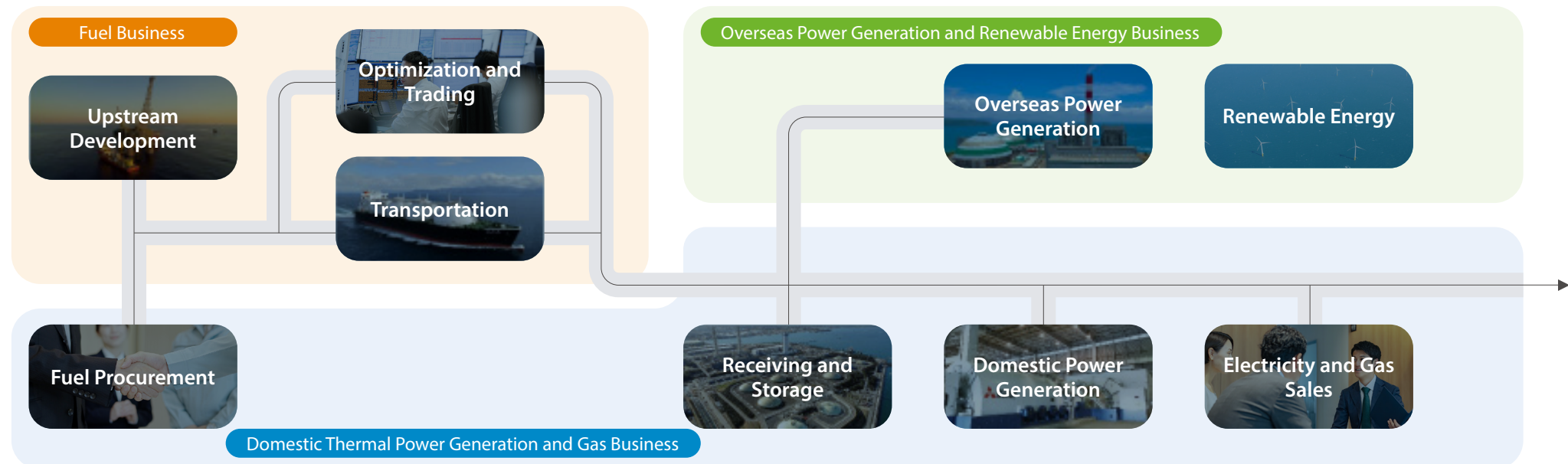
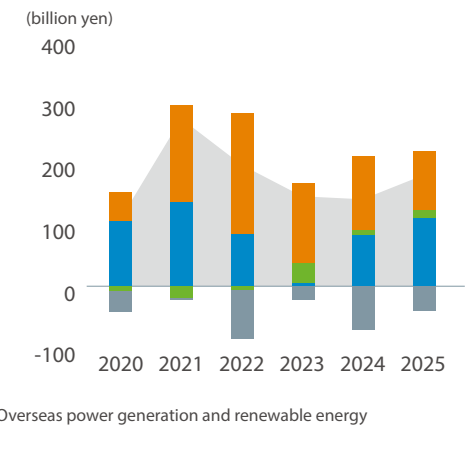
We have an integrated fuel and thermal power generation value chain spanning upstream fuel operations (gas field development), transportation and storage (terminal operations), power generation, and wholesale.

With annual LNG transaction volumes of approximately 35–40 million tonnes, we are one of the world's largest LNG players and Japan's largest power producer, supplying approximately 30% of the country's electricity. Our major power stations are located in the Kanto and Chubu regions, supporting a stable energy supply in Japan, an island nation with no international power grid interconnections.

Revenue



Net profit (excluding time lag)



Domestic Thermal Power Generation and Gas Business

As Japan's largest power generation company, we leverage our robust fuel procurement platform and strong plant operation and maintenance capabilities to optimize operations. By making electricity available to the market in a fair and appropriate manner, we also support a stable electricity supply and the sound development of the electricity market.



Domestic Thermal Power Generation

Japan's domestic thermal power generation business requires flexible operations that respond to fluctuations in electricity demand while ensuring a stable electricity supply. Drawing on the operational and maintenance technologies developed over many years at our power stations and fuel terminals, JERA supports a stable electricity supply while advancing the transition to power generation that emits no CO₂, thereby contributing to the realization of a decarbonized society. We will develop this foundation underpinning a stable electricity supply into a next-generation energy platform that supports society and industries as they change, helping build a more sustainable society.



Electricity and Gas Sales and Market Trading

Building on our solid fuel procurement platform, we provide a stable and flexible supply of electricity in line with demand while also meeting the diverse needs of customers through wholesale transactions conducted on a non-discriminatory basis for both internal and external power recipients. Japan-based JERA Global Markets engages in active electricity trading to help stimulate Japan's electricity market, leveraging the expertise and trading platform its headquarters in Singapore has developed through global fuel trading.

Market

Business Environment

Amid numerous factors still taking shape, including the adoption of renewable energy and increases in new demand, the external environment is becoming increasingly uncertain due to issues like labor shortages, rising prices, and changes in materials procurement conditions. We are working to enhance the flexibility of power source development and facility operations in line with fuel procurement conditions and the needs of the electricity market. At the same time, we strive to recruit and develop talent and enable them to thrive, transform our operations through digital transformation (DX), and secure suppliers through fair business practices and partnerships, thereby contributing to a stable energy supply, economic efficiency, and reduced environmental impact.

Opportunities

- Growth in electricity demand and increased electricity market liquidity
- Advances in AI and digital technology
- Expectations for the realization of a decarbonized society
- Growth in new customer needs in electricity and gas sales

Risks

- Changes in thermal power operations
- Difficulty securing human resources for power plant operations
- Changes in the materials procurement environment
- Natural disasters such as major earthquakes

JERA's Strengths

Distinguishing Strengths

- Stable supply backed by many years of operational expertise in thermal power generation and professional technical capabilities across specialized fields
- Power supply capacity and contributions to meeting electricity demand through numerous power plant facilities
- Expertise in decarbonization technologies acquired through demonstration tests
- Facility and operational flexibility that can be leveraged in trading

Key Business Capital

Manufactured Capital

- Power stations in Japan: 24
- Domestic power generation capacity: 55 GW
- LNG receiving terminals in Japan: 11

* Domestic LNG storage tank capacity: 6.62 million kL (includes jointly operated LNG terminals)

Human Capital

- Approx. 3,000 professionals in specialized technical fields
- Increasingly diverse talent for power plant management

Social and Relationship Capital

- Positive engagement with communities around our power stations
- Trusted relationships with local business partners through many years of operations

Intellectual Capital

- Operational expertise in thermal power generation cultivated over many years of experience
- Knowledge of the electricity market
- Expertise in fuel procurement and power operations

Domestic Thermal Power Generation and Gas Business

Our Goal for 2035

Evolving into New Industrial Infrastructure that Responds to Growing Demand and Changes in the Power System

Thermal power generation plays an important role not only as a reliable source of supply to meet growing electricity demand, but also in balancing fluctuations in supply and demand resulting from the increasing adoption of renewable energy. In recent years, driven by advances in AI and growing demand from data centers, electricity demand in Japan has not only been increasing but also undergoing structural changes. Amid these changes, we must continue to fulfill our traditional role of ensuring a stable supply of electricity. We must also secure flexible and reliable supply capacity that supports industrial activity and a digital society.

To maintain supply capacity through this continually evolving business environment, we are continuing our efforts to ensure the integrity of our facilities. In light of rising materials prices and longer procurement lead times, we are advancing data-driven assessments of facility risks and the advance procurement of critical materials. At the same time, we are strengthening collaboration with power utilities and manufacturers in Japan and overseas to establish systems that enable rapid recovery in the event of equipment issues.

Furthermore, by leveraging our expertise cultivated through the operation of power stations and fuel terminals, we aim to expand the value of our power stations, transforming them from simple “power generation facilities” into “energy platforms that support industry and people’s lives”. We are working to create new business opportunities and improve supply value by utilizing our strengths, including our locations near demand centers, existing grid connections, extensive sites, and long track record of stable operations.

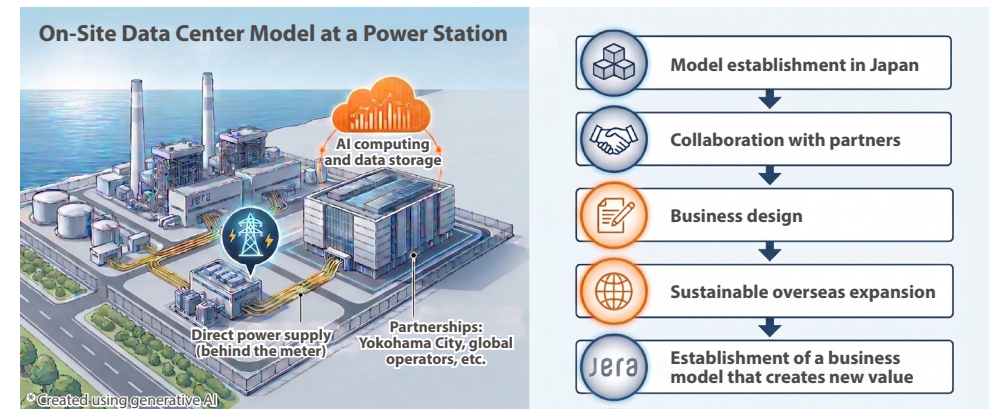
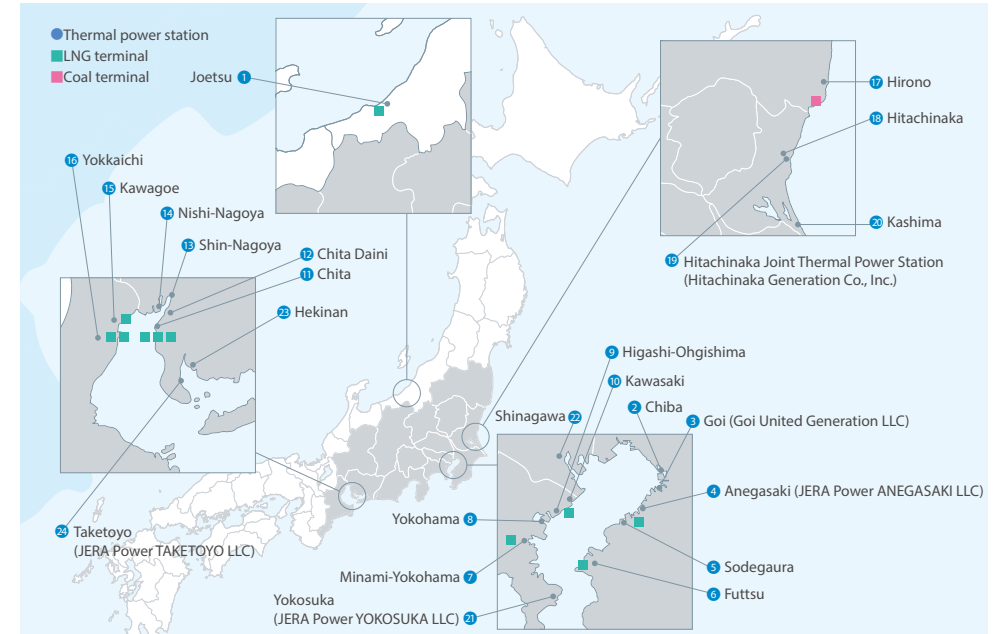
Expansion of a Data Center Model at Power Station Sites

As part of our efforts to expand the value of our power stations, we are working to attract data centers to our power station sites. As demand for data processing surges with advances in AI, we can leverage our locational advantages to develop this business, including the ability to utilize existing power generation facilities and grid connections as well as the extensive land available at our power stations around Tokyo Bay, which are close to major demand centers in the Tokyo metropolitan area. We are also working to establish a behind-the-meter model that supplies electricity directly from power stations to on-site data centers, with the aim of both meeting growing data processing demand and creating new value.

We are currently in discussions with multiple companies and have also entered into a partnership agreement with Yokohama City, making steady progress in our efforts to attract data centers. Going forward, we will advance commercialization in Japan while also pursuing overseas expansion by leveraging the expertise gained through our power generation businesses in North America and Asia. By deepening collaboration with partners in Japan and overseas, we aim for global growth by establishing a new business model that integrates power generation with digital infrastructure.

Domestic Assets that Provide a Foundation for Enhancing Power Station Value

To support the stable supply of electricity and fuel, we have 24 thermal power stations and 12 fuel terminals, located primarily in the Tokyo and Chubu regions.



Domestic Thermal Power Generation and Gas Business

Next-Generation Power Plant Facilities and Operations

Renewing Our Power Generation Assets through Appropriate Facility Upgrades and Replacement

To further solidify our business foundation enabling flexible responses to electricity demand, we are upgrading aging thermal power facilities and replacing older units with high-efficiency ones. Through these efforts, we are simultaneously maintaining and enhancing our supply capacity while advancing the transition to a decarbonized society. We have already commenced operations of high-efficiency units at multiple sites, helping to both secure supply capacity and reduce environmental impact.



In addition to Units 7 and 8 at Chita Thermal Power Station, which are currently under construction, we are also considering plans to replace existing facilities at the Sodegaura site. In particular, we secured approximately 1.56 GW of capacity for the planned new Units 1 and 2 at Sodegaura Thermal Power Station through the Long-Term Decarbonization Power Source Auction, and we plan to move forward with more detailed consideration of the project.

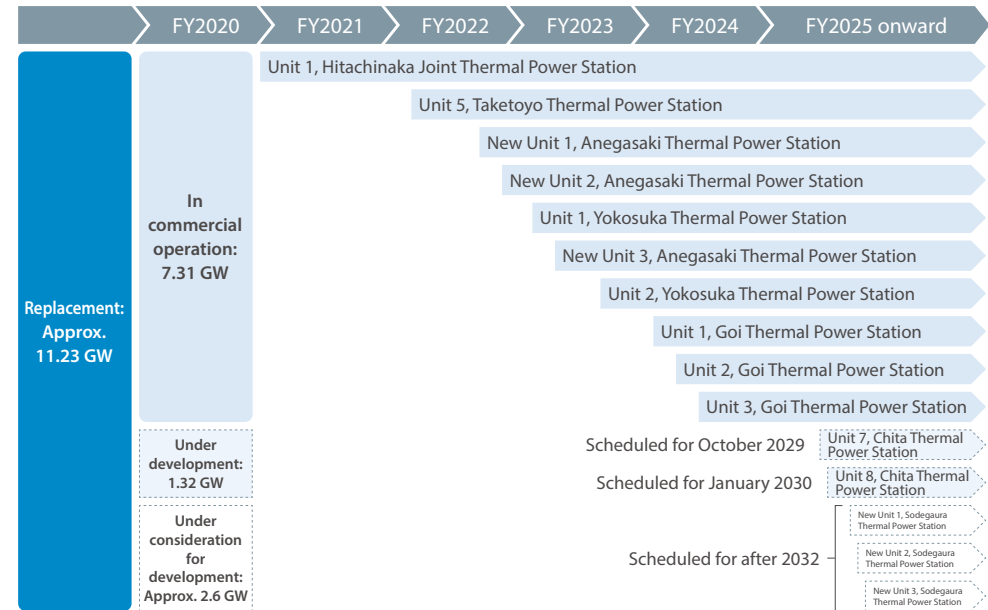
Looking ahead, we will continue to renew our power generation assets at the appropriate times and scale in light of changes in the business environment and electricity demand, contributing to a stable supply of competitive energy and the realization of a decarbonized society.

Enhancing Power Plant Operations through AI

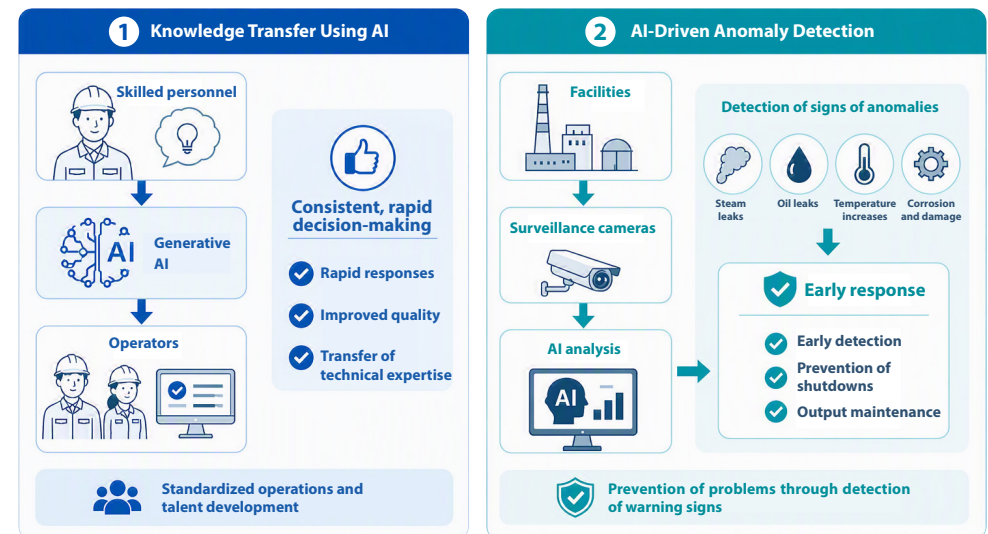
We are advancing the use of AI to enhance power plant operations. Responding quickly to equipment problems and passing on technical expertise are key challenges at our power stations. To address this, we have introduced a generative AI system that draws on the expertise of experienced equipment personnel, past equipment failure cases, reports, equipment photographs, and other information, creating an environment in which power plant personnel can quickly access the knowledge they need. Since November 2024, the system has been operating with data covering roughly the past 10 years of equipment failures. Its conversational interface allows personnel to search for and utilize information, helping to make information gathering more efficient and improve the quality of decision-making. We are also expanding the data covered by the system to include technical documents, drawings, examples of improvements, and other information, building a platform that enables knowledge to be utilized across the organization.

Furthermore, we are working to introduce an equipment diagnostic system that uses AI to analyze footage from monitoring cameras. The system visualizes signs of equipment abnormalities that are difficult to detect from numerical data alone, enabling earlier detection and helping prevent unplanned outages. We are working to improve the detection accuracy and expand the scope of application by combining multiple technologies, including difference analysis and machine learning.

In addition to upgrading to high-efficiency equipment, we aim to combine AI-based access to institutional knowledge with early anomaly detection, moving away from reliance on individual experience and expertise toward more advanced power plant operations that leverage data and on-site knowledge across the organization.



* New Units 1 and 2 at Sodegaura Thermal Power Station were successful in the Long-Term Decarbonization Power Source Auction (bid year: FY2025)



* Created using generative AI

Project Story

Initiatives at Power Stations Supporting Japan's Electricity Demand



What Value Do Thermal Power Plants Create?

Masataka Asai

Manager, Operations & Fuel and Marine Technical Unit,
Kawagoe Thermal Power Station
Experience: Plant operations

Value Creation Driven by Frontline Personnel

As the adoption of renewable energy expands, the capacity to balance electricity supply and demand is becoming increasingly valuable. Thermal power generation plays an important role by enabling flexible and rapid adjustments to output. To further enhance the value of this balancing capacity, we launched the frontline-led Kawagoe Value-Up Project and worked to improve the efficiency of LNG receiving operations.

At Kawagoe Thermal Power Station, LNG delivered by ship is received into two groups of storage tanks: Tanks 1–4 and Tanks 5–6. Previously, after receiving LNG into Tanks 1–4, unloading had to be paused when switching to the other group of tanks. However, following extensive discussions and testing with all relevant parties, we made it possible to receive LNG without pausing unloading. This has improved the efficiency of LNG receiving operations and enhanced the power station's balancing capacity.

By bringing together the knowledge of frontline personnel with an in-depth understanding of our facilities and their operational characteristics, we are creating new value at our thermal power stations.

Harnessing the Collective Strength of Frontline Personnel to Create Value

Through this project, I was reminded that creating value at a power plant requires the collective strength that comes from bringing together the expertise of each and every individual.

As the business environment surrounding JERA continues to change, we will respond by building on insights from frontline personnel, harness our collective strengths to continue creating new value, and further evolve our power stations.



Contributing to a Stable Electricity Supply and a Decarbonized Society

Shingo Ito

Deputy General Manager, Sodegaura Thermal Power Station
Experience: 6 plant construction sites, 1 plant dismantling site,
and 4 power plant sites

Frontline Personnel Passing on Pride in Power Generation

Unit 2 at Sodegaura Thermal Power Station has reached the milestone of 50 years since it began operation. Although Unit 1 has already been retired, Unit 2 continues to operate alongside Units 3 and 4. The equipment installed 50 years ago lacked advanced automation. Operators therefore work together on-site in harsh summer and winter conditions, manually performing tasks including opening and closing approximately 250 valves of various sizes required to start up and shut down the generating equipment. It is these combined efforts that keep the plant generating electricity.

Supporting this supply of electricity are the operators who have accumulated many years of experience at the power station. They have inherited the ability to accurately assess equipment conditions, the technical expertise to operate equipment reliably, and a sense of mission and pride in supporting society, which underpin the safe and stable supply of electricity today.

Contributing to a Stable Electricity Supply and a Decarbonized Society

The replacement project at Sodegaura Thermal Power Station is a large-scale undertaking that involves simultaneously maintaining operations of the existing generating units and LNG terminal, removing existing facilities, and constructing new power generation facilities. To enable continued operations while modifying the facilities, we carefully examined hundreds of cables running throughout the power station one by one and considered the optimal routes. We are also conducting a wide range of studies and preparations, such as constructing new electrical rooms and relocating fire extinguishing piping.

The project is underpinned by the high level of expertise each individual has developed through hands-on experience at the power station. Their accumulated knowledge and ingenuity will provide the driving force for transforming the infrastructure that has long supported a stable power supply into a next-generation energy platform.

Through this replacement project, Sodegaura Thermal Power Station will continue working to ensure a stable power supply and help realize a decarbonized society.



Fuel Business

To secure competitively priced LNG on a stable basis, we participate in fuel business projects, build and optimally operate an LNG cargo fleet that enables flexible transportation, and leverage global trading, thereby contributing to a stable energy supply.



Fuel Upstream and Transportation

We handle approximately 35 to 40 million tonnes of LNG annually and actively participate in LNG upstream ventures in Australia and the United States. By securing competitive LNG and gaining access to valuable intelligence from major production projects, we contribute to a stable supply of fuel. In addition, in our LNG transportation business, we achieve flexible and competitive fuel transportation through the optimal configuration and efficient operation of our fleet.



Fuel Trading

Centered around JERA Global Markets (JERAGM), headquartered in Singapore, we operate with a team of about 300 people, trading in the global LNG, coal, and shipping markets. Leveraging one of the world's largest fuel procurement scales, we integrate third-party transactions with fuel flows for our shareholders, optimally managing the volume and destinations of each contract and flexibly responding to market trends. We also harness financial methods to capitalize on the benefits from these physical transactions, ensuring revenue opportunities at a relatively low risk.

Market

Business Environment

There is a growing risk that political sentiment in Australia and North America, where we participate in upstream LNG fuel ventures, could cause a tightening of regulations or the implementation of climate change policies that would constrict our business or incur additional costs.

Opportunities

- Increased market volatility leading to optimization opportunities
- Increased transaction opportunities with new customers
- Acquisition of premium upstream development project information through leveraging overseas subsidiaries and the world's largest buyer network

Risks

- Negative impact of geopolitical risks on fuel procurement
- Reduced optimization opportunities due to domestic power supply and demand constraints
- Credit risk
- Profit and loss fluctuations in upstream development projects due to resource price volatility

JERA's Strengths

Distinguishing Strengths

- A competitive fuel portfolio supported by one of the world's largest LNG procurement volumes and participation in upstream projects
- Extensive market intelligence
- Flexibility in LNG terminal and power plant operations and fuel receiving

Key Business Capital

Manufactured Capital

- Upstream investments: 8 projects
- LNG cargo fleet: 22 vessels
- LNG procurement volume: Approx. 35 to 40 million tonnes from 16 countries

Social and Relationship Capital

- A global trading network throughout the value chain
- A market presence backed by one of the world's largest LNG transaction volumes

Human Capital

- Diverse talent from in and outside of Japan

Intellectual Capital

- Extensive market insights
- Trading expertise

Sourced from Chevron Australia

Fuel Business

Challenges and Progress toward Our Goal for 2035

Transition toward a More Market-Resilient Portfolio

JERA aims to reduce CO₂ emissions from domestic operations by at least 60% from FY2013 levels by FY2035. In addition to hydrogen, ammonia, and renewable energy, we are also focusing on LNG, a transition fuel that offers relatively low CO₂ emissions and can flexibly respond to rising electricity demand. Through LNG procurement, upstream operations, and trading, we are also making a significant contribution to securing a stable revenue base over the short and medium term.

Leveraging Our Network and Trading Capabilities to Optimize the Entire Value Chain

A defining characteristic of our operations is the optimization business that connects the Pacific and Atlantic markets through JERAGM. By leveraging JERAGM's extensive network and deep trading expertise, we ensure both stable fuel supply and reliable revenue generation through transactions with a broad customer base.

Major FY2025 Initiatives

Strengthening Our LNG Procurement Portfolio

Amid rising geopolitical risks, it is essential to prepare for sudden fluctuations in global supply and demand by ensuring stable procurement through a higher proportion of long-term contracts, while also diversifying our procurement portfolio across regions to spread risk. As key initiatives toward this end, we decided to procure LNG under long-term contracts from the United States in June 2025 and from Qatar in February 2026. We will continue to build a procurement portfolio with a balanced mix of supply regions and price indices.

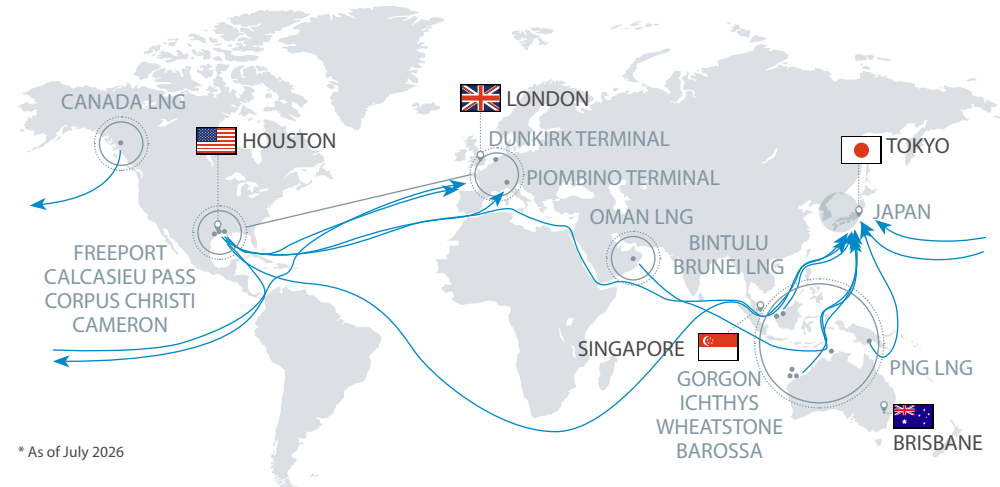
► P.37-40 Trinity Collaboration to Support Stable Energy Supply — Behind the Scenes of JERA's LNG Value Chain

Strengthening Trading and Optimization Capabilities in a Dynamic Energy Market

Global energy markets remained shaped by geopolitical uncertainty, evolving trade flows and periods of heightened volatility throughout FY25. In response, JERAGM focused on strengthening portfolio resilience and creating value through disciplined trading and Optimization across LNG, coal and power markets. Throughout the year, JERAGM continued scaling its Japanese power trading business following its launch in April 2025, by strengthening execution capabilities and deepening participation in Japan's evolving power market. In parallel, the firm advanced its Technology Landscape Evolution (TLE) programme, supporting the transition to a more connected and data-centric operating model. By enhancing connectivity across systems and centralising access to data, JERAGM is strengthening the foundations for more efficient operations, deeper market insight and faster, more informed decision-making.

Value Proposition

- Stability and flexibility in fuel supply



FOCUS



Connecting Markets and Creating Value Across JERA's Global Portfolio

Justin Rowland

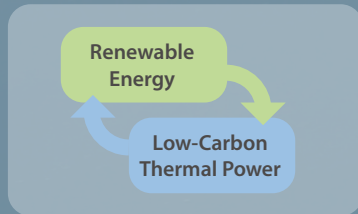
CEO, JERA Global Markets

As the single trading function for JERA, we work closely with colleagues across the JERA group to bring together diverse perspectives, deep market expertise and real-time insight. This collaborative approach helps us make better decisions, respond quickly to changing conditions and identify opportunities that strengthen the overall portfolio. As the energy landscape continues to evolve, our focus remains on helping JERA navigate complexity, deliver energy securely with confidence while creating long-term value through disciplined trading, Optimization and risk management.



Overseas Power Generation and Renewable Energy Business

By building a clean energy supply platform that integrates low-carbon thermal power and renewable energy, and uniting it with robust LNG, hydrogen, and ammonia fuel value chains, we aim to achieve stable and reliable operations.



Overseas Power Generation

JERA operates power generation projects in North America, Asia, and the Middle East, drawing on extensive experience developing and operating large-scale power plants both in Japan and internationally. Especially in Asia, we are advancing a range of decarbonization initiatives, including the introduction of LNG fuel, by partnering with platform-based companies that operate diverse power generation businesses in addition to developing power generation infrastructure.



Renewable Energy

JERA Nex, established in 2024 as our hub for renewable energy, is driving our onshore renewable energy business in collaboration with our regional offices while further strengthening ties with other JERA divisions and Group companies. In offshore wind power, the establishment of JERA Nex bp has enabled us to leverage the complementary strengths of JERA and bp and further accelerate global business expansion.

Market

Business Environment

In the face of inflation, rising costs, and geopolitical and regulatory uncertainty, we are responding to changing business conditions through partnerships, including collaboration with platform-based companies and the establishment of JERA Nex bp, to achieve greater scale, competitive procurement, and development tailored to the social conditions and needs of each country. We remain committed to the global expansion of clean energy and will utilize our robust portfolio and pipeline.

Opportunities

- Rising electricity demand driven by AI
- Growing recognition of renewable energy as a power source that contributes to energy security and a stable energy supply
- Advances in renewable energy technologies
- Growing demand for storage batteries as grid balancing resources

Risks

- Inflation and rising costs
- Insufficient balancing capacity as renewables expand
- Negative impact from emerging geopolitical risks
- Uncertainty surrounding development due to external factors such as policy changes and grid vulnerabilities

JERA's Strengths

Distinguishing Strengths

- Leading the way in initiatives and insights into decarbonization technologies
- Selection of the latest, optimal measures for each region through collaboration with local development teams and platform-based companies with in-depth knowledge of their respective regions
- JERA Nex bp: Becoming one of the world's largest offshore wind developers
- A global portfolio and pipeline providing access to multiple major growth markets

Key Business Capital

Manufactured Capital

- Number of projects:
Approx. 30 projects in over 10 countries

Human Capital

- Diverse portfolio of talent
- Business development professionals with strong local expertise

Social & Relationship Capital

- Networks developed through projects
- Collaboration with platform-based companies

Intellectual Capital

- Pioneering insights into decarbonization technologies
- Transfer of insights and expertise on overseas renewable energy to the domestic market

Overseas Power Generation and Renewable Energy Business

Challenges and Progress toward Our Goal for 2035

Ensuring Stable Energy Supply, Economic Efficiency, and Decarbonization with a Focus on Asia

Focusing on coal-dependent Asian nations, we seek to reduce CO₂ emissions through increased LNG adoption, a phased shift to hydrogen and ammonia fuels, and the introduction of carbon capture and storage (CCS) technologies. In doing so, we are pursuing zero-emission thermal power and taking on the challenge of driving the energy transition forward.

In addition to developing and securing talent with expertise across the entire value chain, we will promote the management and development of regionally embedded projects in partnership with platform companies.

Leveraging Renewable Energy Expertise and Synergy with Other Businesses

With an experienced team and robust partnerships, JERA Nex develops, owns, and operates high-quality, efficient projects, securing its position as a leading global developer of renewable energy. The company promotes decarbonization through complementary technologies and plays a key role in advancing the energy transition across the JERA Group.

Major FY2025 Initiatives

Joint Study toward the Development of an LNG Value Chain in Indonesia

As a step forward under the memorandum of understanding on collaboration in the LNG value chain and other areas, we conducted a joint study aimed at developing an LNG supply chain that supports both energy security and the energy transition in Indonesia. By combining JERA's expertise in the global LNG value chain with PLN EPI's extensive knowledge of Indonesia's power sector, we will contribute to providing practical and sustainable solutions that support the country's energy transition.

Establishment of MUJI ENERGY to Support a Partner Company's Green Transformation (GX) Initiatives

In 2025, we established MUJI ENERGY, a special purpose company that operates off-site solar power generation projects, with Ryohin Keikaku Co., Ltd., the company behind the MUJI brand. Ryohin Keikaku will utilize the environmental value generated through solar power generation by MUJI ENERGY and procured via JERA Cross in order to reduce CO₂ emissions associated with electricity consumption at Ryohin Keikaku stores and other facilities.

Going forward, we will continue to support the GX initiatives of partner companies pursuing decarbonization.

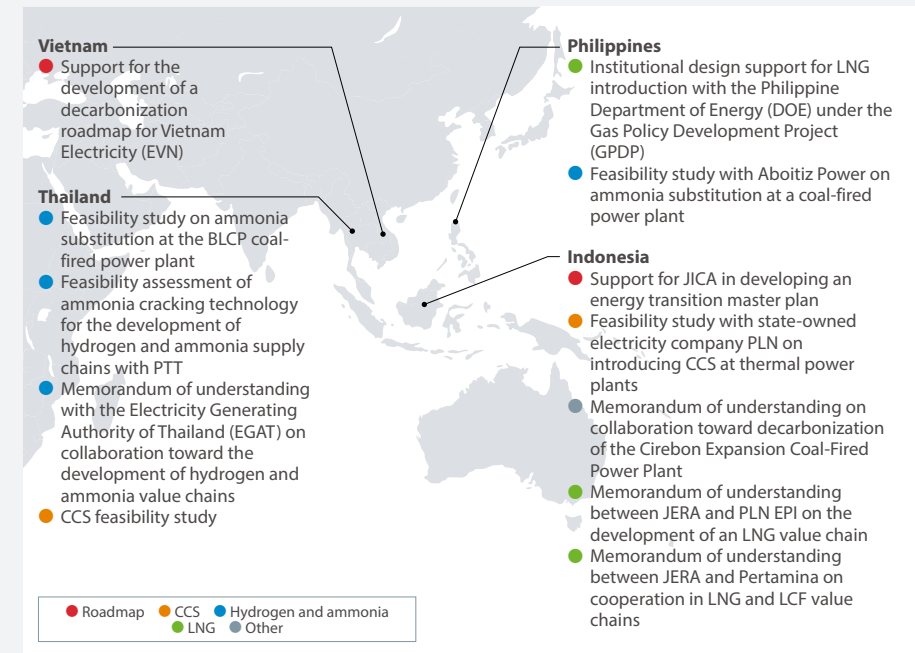
Value Proposition

- Initiatives for the introduction of LNG fuel and decarbonization tailored to the needs of each country (such as switching to next-generation power generation fuels like hydrogen and ammonia, and the introduction of CCS technologies)
- Aiding in decarbonization and ensuring stable electricity supply through the introduction and expansion of renewable energy

FOCUS

Support for Roadmap Development in Asia

We work with governments and businesses across Asia that are seeking to achieve both economic growth and decarbonization, supporting the development of comprehensive roadmaps covering future electricity demand projections, the composition of power sources, grid planning, and the decarbonization of thermal power generation. By jointly charting energy transition pathways tailored to the circumstances of each country, we contribute to achieving a sustainable and stable supply of electricity while creating business opportunities and building long-term partnerships.



Project Story

Building a Local Platform to Meet Asia's Electricity Demand: Collaboration with Aboitiz Power in the Philippines

Overview of Platform Development in the Philippines

Through our investment in Philippine power company Aboitiz Power, we are helping to stabilize the country's electricity supply and strengthen the foundations for economic growth. To meet growing electricity demand, we support the enhancement of existing power generation assets and the development of future low-carbon power sources, thereby helping stimulate industrial activity and promote sustainable social development. At the same time, by providing optimal solutions through collaboration with Aboitiz Power, we are also contributing to the modernization of the country's overall power infrastructure.

Global Technical Center of Excellence:

Developing and Expanding Our Global Technical Talent

Together with Aboitiz Power, we established the Global Technical Center of Excellence (GTCOE), a global talent development hub for cultivating the next generation of leaders. As the energy landscape becomes increasingly diverse, sophisticated, decarbonized, and globalized, firsthand experience of technologies, cultures, and communication that cannot be gained solely in Japan is essential to responding quickly and flexibly in an era of uncertainty. Through practical training and personnel exchanges that combine the strengths of both companies, the GTCOE develops talent who will drive our businesses in the future, fostering an understanding of diverse values and a global perspective.



GNPD Power Plant, in which Aboitiz Power holds an equity interest



The GTCOE opening ceremony in the Philippines

VOICE



Hiroaki Kamei

Senior Director
TBG North Luzon Aboitiz Power
(pictured right)

Ensuring Stable Supply and Developing the Next Generation of Engineers through Global Collaboration

I am stationed at Aboitiz Power's GMEC and GNPD power plants, located at the entrance to Manila Bay. In response to issues with the Chinese-made boilers, I am working hard to ensure safety and improve availability in collaboration with local engineers, JERA Asia, and the Overseas Engineering Service Group. I am also responsible for helping accept participants in a one-year exchange training program, as well as new employees who take part in annual training conducted in collaboration with the GTCOE. I am committed to helping the young people who train here grow into the engineers who will form the backbone of JERA in the future.

Looking Ahead

Building on the business foundation and partnerships established through our collaboration with Aboitiz Power, we will strengthen collaboration with other platform-based companies, primarily in Asia. We will pursue opportunities for collaboration across a broad range of areas, including power, LNG, and renewable energy, accelerating locally rooted business development and value creation. We will also contribute to building a sustainable energy supply framework by applying our models for talent development and technical collaboration more broadly.