SECTION

Data

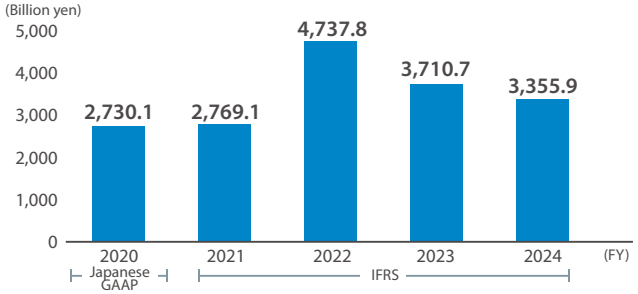
Financial and Pre-Financial Highlights

We have set management goals related to profitability, capital efficiency, growth, and financial soundness, aiming for specific outcomes by FY2025 (announced in May 2022) and for target levels by FY2035 (announced in May 2024). We are making progress on various initiatives aimed at achieving these management goals.

Additionally, with a fundamental emphasis on safety, we are accelerating our sustainability initiatives by empowering diverse talent (D&I) and strengthening corporate governance. We will continue to ensure a stable supply while achieving decarbonization in the medium to long term, aiming for disciplined growth and maximizing corporate value. We have voluntarily adopted the International Financial Reporting Standards (IFRS) starting with the consolidated financial statements for the annual reporting of FY2022, and the figures for FY2021 have also been restated in accordance with the IFRS.

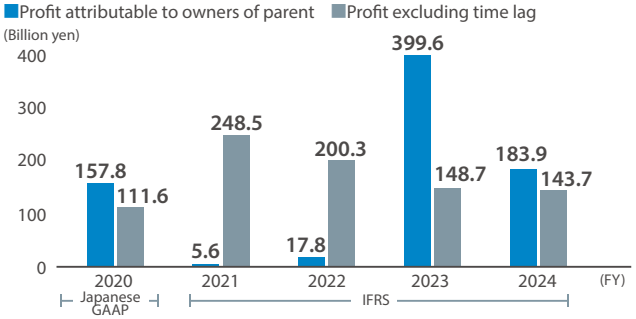
Financial Information

Revenue



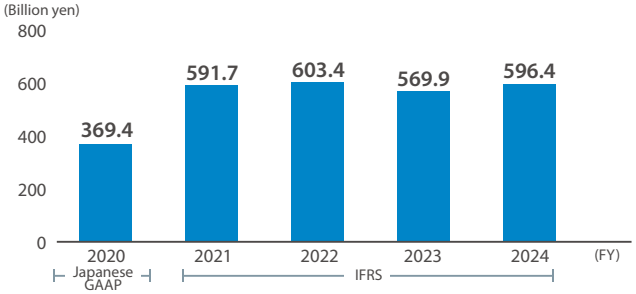
Revenue for FY2024 was 3,355.9 billion yen, down 354.8 billion yen (−9.6%) from the previous year, due to factors such as a decline in unit revenue.

Profit Attributable to Owners of Parent (including/excluding time lag)



Net profit for FY2024, excluding time lag, decreased despite improvements in the impacts of fuel procurement price and the unit cost of fuel inventory at the beginning of the period. The decrease in net profit was due to factors such as decreased profitability in the overseas power generation and renewable energy business, and in the fuel business.

EBITDA

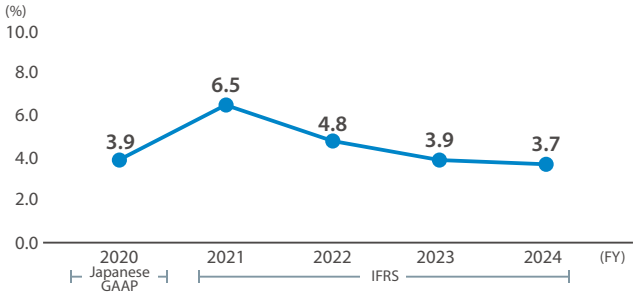


In FY2024, EBITDA remained high due to increased depreciation and amortization, despite a decrease in pre-tax profit compared to the previous year.

EBITDA = Earnings before interest and taxes[*1, *2] + Depreciation and amortization + Interest expenses

*1 Excluding time lag *2 Figures presented for years prior to FY2023 have been revised

ROIC



In FY2024, excluding time lag, results declined compared to the previous year, mainly due to a decrease in net income.

ROIC = {Net profit[*1] + Interest expense × (1 − Effective tax rate[*2])} ÷ (Interest-bearing liabilities[*3] + Equity[*4])[*5]

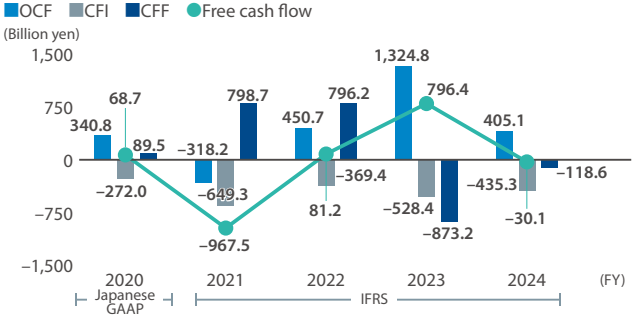
*1 Excluding time lag *2 Using the company's effective tax rate (figures listed in the annual securities report)

*3 Net cash after deducting working capital *4 Equity — Non-controlling interests

*5 Average at the beginning and end of the period

Note: Figures presented for years prior to FY2023 include partial revisions.

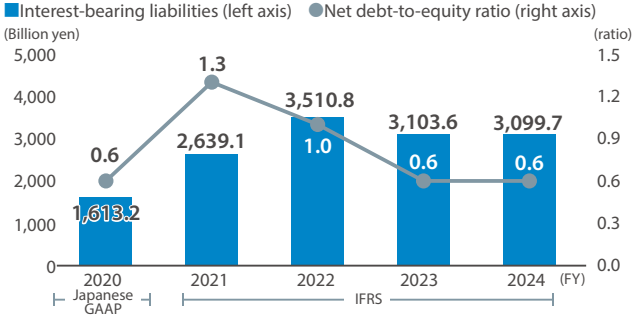
Cash Flows from Operating, Investing, and Financing Activities (CF) / Free Cash Flow



In FY2024, operating cash flow decreased by 919.7 billion yen from the previous year to 405.1 billion yen, driven by factors such as a decrease in pre-tax profit and an increase in accounts receivables and inventories.

Cash flow from investing activities decreased by 93.1 billion yen compared to the previous year, amounting to 435.3 billion yen, due to a reaction from last year's expenditures on acquiring affiliated companies. As a result, free cash flow decreased by 826.6 billion yen, leading to an expenditure of 30.1 billion yen.

Interest-Bearing Liabilities / Net Debt-to-Equity Ratio



The balance of interest-bearing liabilities in FY2024 was 3,099.7 billion yen, the same as the previous year. As a result, the net debt-to-equity ratio was 0.6 times, the same as the previous year.

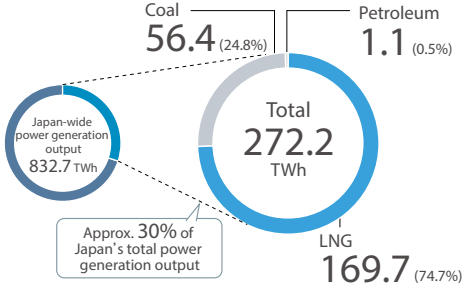
Net debt-to-equity ratio = (Interest-bearing liabilities − Cash and deposits) ÷ Equity*

* Equity − Non-controlling interests

Financial and Pre-Financial Highlights

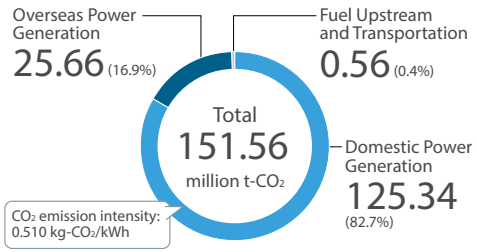
Pre-Financial Information

FY2024 Domestic Power Generation Output (by fuel type)



We are responsible for approximately 30% of the power generation output by domestic electric utilities. A large portion of this power generation comes from LNG, which has low CO_2 emissions.
Source: Agency for Natural Resources and Energy website as published on July 1, 2025 (https://www.enecho.meti.go.jp/statistics/electric_power/ep002/ [Japanese only])

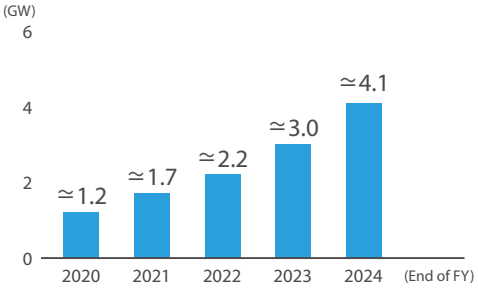
FY2023 CO_2 Emissions (Scope 1) / Domestic CO_2 Emissions Intensity*



Reference: The FY2022 total emission intensity from thermal power generation in Japan was 0.579 kg-CO_2/kWh.

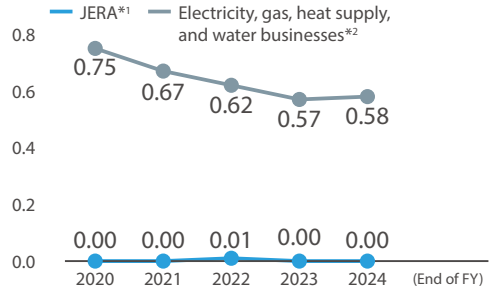
As part of JERA Environmental Target 2035, we aim to reduce domestic CO_2 emissions relative to FY2013 by 60% by FY2035.
* Actual results for FY2024 to be updated in October 2025

Renewable Energy Output Share



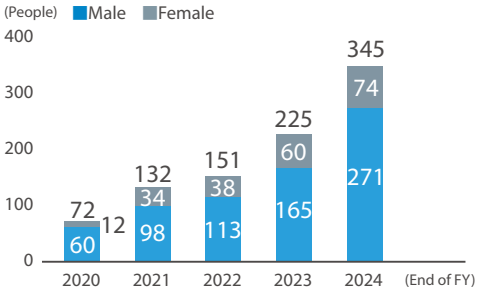
Our center of excellence in Europe and local teams will work closely together to develop wind and solar power projects on a global scale.

Employee Injury Frequency Rate



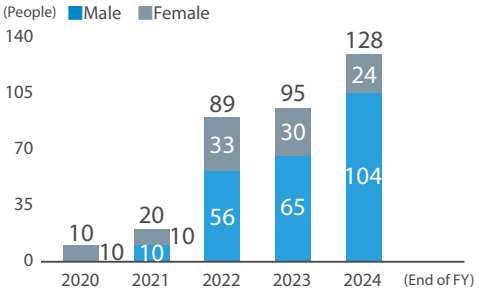
We are committed to company-wide efforts for safety, the bedrock of our business, with aims to eradicate occupational accidents.
*1 JERA employees only
*2 Figures based on calendar year (January to December)
Note: Excludes commuting accidents

Number of Mid-Career Hires (by gender)



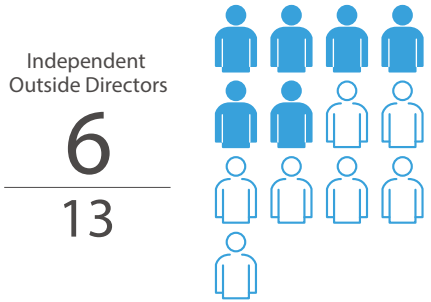
We are actively hiring people with diverse backgrounds and advanced expertise not yet represented at JERA. With the demand for agile matching of talent to business strategy, the number of mid-career hires is showing an annual upward trend with the growth of each business.

Number of Employees Taking Childcare Leave (by gender)*



To support employees in balancing work and family life, we promote the use of our childcare leave system. In recent years, uptake among male employees has grown, reflecting broader efforts to accommodate diverse lifestyles.
* JERA only

Number of Outside Directors*



In addition to JERA-employed executive directors and directors who have come from our shareholder companies, we hire outside directors in order to create an autonomous and independent corporate culture and a management structure that enables fair and prompt decision-making.
* As of July 1, 2025

Diversity on the Board of Directors*

We believe that a diverse Board of Directors leads to better business decision-making and have made efforts to appoint female and foreign nationals to the Board.
* As of July 1, 2025

Financial Data

(Unit: Millions of Yen)

			FY2020 (Japanese GAAP)		FY2021 (IFRS)	FY2022 (IFRS)	FY2023 (IFRS)	FY2024 (IFRS)
Profit and Loss Statement (P&L) Information		Net sales (operating revenue)	2,730,146	Revenue	2,769,127	4,737,870	3,710,727	**3,355,916**
		Operating profit	249,438	Operating profit	39,718	138,301	563,412	**240,767**
		Ordinary profit	244,194					
		Profit before income taxes	227,818	Profit before tax	38,612	102,264	577,450	**278,152**
		Profit attributable to owners of parent	157,852	Net profit attributable to owners of parent	5,676	17,847	399,628	**183,912**
(P&L by segment)	Fuel Business	Net sales	1,076,200	Revenue	454,728	585,731	407,498	**406,243**
		Segment profit (loss)	48,014	Net profit (loss)	146,137	201,313	132,691	**122,756**
	Overseas power generation and renewable energy business (Note 2)	Net sales	2,663	Revenue	4,166	8,673	52,564	**72,784**
		Segment profit (loss)	△7,661	Net profit (loss)	△34,779	△6,695	33,759	**8,308**
	Domestic thermal power generation and gas business	Net sales	2,391,044	Revenue	3,118,347	6,153,470	4,424,212	**4,265,362**
		Segment profit (loss)	152,858	Net profit (loss)	△121,438	△96,888	255,377	**124,324**
	Adjusted	Net sales	△739,762	Revenue	△808,114	△2,010,005	△1,173,548	**△1,388,473**
		Segment profit (loss)	△35,358	Net profit (loss)	15,757	△79,881	△22,199	**△ 71,476**
		Depreciation and amortization	187,737	Depreciation and amortization	202,882	214,786	289,700	**325,122**
		Capital expenditures	225,997	Capital expenditures	339,948	378,592	409,196	**548,892**
		Research and development costs	1,142	Research and development costs	1,079	1,566	1,347	**7,910**
		Domestic thermal power generation and gas business	132	Domestic thermal power generation and gas business	106	184	148	**107**
		Overseas power generation and renewable energy business (Note 2)	—	Overseas power generation and renewable energy business (Note 2)	—	—	—	**154**
		Other	1,009	Other	973	1,381	1,198	**7,648**
Financial Condition Information		Total assets	4,090,880	Total assets	8,495,106	9,172,358	8,508,134	**8,589,748**
		Total net assets	1,762,120	Equity	1,731,664	2,039,705	2,658,618	**2,993,271**
		Net worth	1,686,194	Equity attributable to owners of parent	1,724,859	2,022,874	2,632,639	**2,896,162**
		Interest-bearing liabilities	1,613,291	Interest-bearing liabilities	2,639,128	3,510,822	3,103,654	**3,099,716**
Cash Flow Information		Cash flows from operating activities	340,825	Cash flows from operating activities	△318,202	450,710	1,324,889	**405,185**
		Cash flows from investing activities	△272,092	Cash flows from investing activities	△649,330	△369,452	△528,473	**△435,369**
		Cash flows from financing activities	89,542	Cash flows from financing activities	798,713	796,236	△873,260	**△118,663**
		Free cash flow	68,733	Free cash flow	△967,533	81,258	796,416	**△30,184**
		Cash and cash equivalents at the end of the period	561,685	Cash and cash equivalents at the end of the period	456,430	1,360,906	1,405,387	**1,261,635**
Key Financial Indicators (Note 9)		Net profit (Note 3)	111,629	Net profit attributable to owners of parent (Note 3)	248,594	200,336	148,719	**143,768**
		EBITDA (Note 4)	369,456	EBITDA (Note 4)	591,774	603,468	569,959	**596,484**
		Return on invested capital (ROIC) (%) (Note 5)	3.9	Return on invested capital (ROIC) (%) (Note 5)	6.5	4.8	3.9	**3.7**
		Return on equity (ROE) (%) (Note 6)	6.9	Return on equity (ROE) (%) (Note 6)	14.3	10.6	6.3	**5.1**
		Net debt-to-equity ratio (Note 7)	0.6	Net debt-to-equity ratio (Note 7)	1.3	1.0	0.6	**0.6**
		Net debt-to-EBITDA ratio (Note 8)	2.8	Net debt-to-EBITDA ratio (Note 8)	3.7	3.5	2.9	**3.0**
Other		Credit ratings	S&P A-、R&I A+、JCR AA-	Credit ratings	S&P A-、R&I A+、JCR AA-	S&P A-、R&I A+、JCR AA-	S&P A-、R&I A+、JCR AA-	**S&P A-、R&I AA-、JCR AA-**
		Power sold (billion kWh)	246.6	Power sold (billion kWh)	255.5	255.1	236.2	**234.1**
		Power generated (billion kWh) (Note 9)	244.6	Power generated (billion kWh) (Note 9)	247.3	235.1	230.9	**227.2**
		LNG	201.5	LNG	192.3	178.4	174.2	**169.7**
		Coal	43.2	Coal	55.0	56.7	56.1	**56.4**
		Fuel oil / Crude oil	0	Fuel oil / Crude oil	0	0	0.6	**1.1**

(1) JERA has voluntarily adopted the International Financial Reporting Standards (IFRS), starting with the consolidated financial statements for the annual reporting of FY2022. (2) Due to an increase in research and development costs for the Overseas power generation and renewable energy Business in FY2024, items that had been included in "Other" up to the previous fiscal year are presented separately. (3) Excluding time lag (4) EBITDA = Earnings before interest and taxes* + Depreciation and amortization + Interest expenses ∗ Excluding time lag (5) ROIC = {Net profit*1 + Interest expenses × (1 − Effective tax rate*2)} ÷ (Interest-bearing liabilities*3 + Net worth*4)*5 ∗1 Excluding time lag ∗2 Using the company's effective tax rate (based on figures listed in the financial statement) ∗3 Net cash after deducting working capital ∗4 Equity − Non-controlling interests ∗5 Average at the beginning and end of the period (6) ROE = Net profit*1 ÷ Net worth*2 ∗1 Excluding time lag ∗2 Average at the beginning and end of the period (7) Net debt-to-equity ratio = (Interest-bearing liabilities − Cash and deposits) ÷ Net worth* ∗ Equity − Non-controlling interests (8) Net Debt / EBITDA = (Interest-bearing liabilities − Cash deposits) ÷ EBITDA* ∗ Excluding time lag (9) Figures presented for years prior to FY2023 include partial revisions.

Major Facility Plans

(as of March 31, 2025)

Company	Segment	Location	Output (MW)	Start of Construction	Start of Operation
Chita Energy Solutions LLC	Domestic thermal power generation and gas	Chita Units 7, 8	659.9×2	April 2026	October 2029, January 2030

Pre-Financial Data

Environmental Data

Results for FY2024 to be updated in October 2025

Item	Unit	FY2020	FY2021	FY2022	FY2023
Domestic / JERA[*1]					
Installed capacity by source[*2, *3]	MW	66,126	59,893	57,210	**57,330**
Coal	MW	7,950	7,950	9,020	**10,320**
Gas	MW	48,126	42,943	43,590	**44,884**
Renewable Energy	MW	—	—	0.04	**126**
Other	MW	10,050	9,000	4,600	**2,000**
Average operating life of power generation facilities[*2]	Years	33	30	28	**29**
Coal	Years	17	18	17	**15**
Gas	Years	33	29	29	**29**
Other	Years	43	43	38	**42**
Operational rate of power generation facilities (availability)[*4]	%	87.5	87.6	87.9	**82.2**
Coal	%	85.2	88.3	83.8	**74.4**
Gas	%	87.9	87.5	88.9	**84.1**
Total thermal power generation efficiency (low heating value)	%	49.7	49.2	48.7	**48.7**
Coal	%	41.1	42.1	40.5	**40.0**
Gas	%	51.8	51.7	52.1	**54.1**
Thermal Power Generation Efficiency Benchmark A (Energy Conservation Act)[*5]	—	1.000	1.003	1.007	**1.004**
Thermal Power Generation Efficiency Benchmark B (Energy Conservation Act)[*5]	%	46.8	46.7	46.8	**46.8**
Coal-fired Power Generation Efficiency Index (Energy Conservation Act)[*5]	%	—	—	40.8	**40.5**
Fuel consumption					
Coal[*6]	million t	16	20	21	**20**
Oil	million kL	0.05	0.04	0.04	**0.22**
LNG & LPG	million t	27	26	24	**23**
Natural gas	billion Nm³	2	2	2	**2**
Biomass[*7]	million t	0.4	0.4	0.5	**0.5**
Net electricity generation (sending-end power)[*3]	billion kWh	245	247	235	**231**
Gas sales volume	million t	3	4	4	**4**
Total energy consumption (crude oil equivalent)	million kL	51	51	50	**48**
Purchased electricity	million kWh	162	86	73	**180**
Greenhouse gas (GHG) emissions associated with power generation business (Scope 1)[*8]	thousand t-CO_2	114,952	121,098	118,694	**113,756**
CO_2 emissions	thousand t-CO_2	114,833	120,948	118,546	**113,384**
CH_4 (methane) emissions	thousand t-CO_2	11	11	16	**30**
N_2O (nitrous oxide) emissions	thousand t-CO_2	101	119	125	**310**
SF_6 (sulfur hexafluoride) emissions[*9]	thousand t-CO_2	6	23	7	**8**
HFC (CFC alternative) emissions[*9]	thousand t-CO_2	0.4	0.3	0.7	**24.5**
CO_2 emissions associated with purchased electricity consumption (Scope 2)[*10]	thousand t-CO_2	77	38	56	**70**
Other indirect CO_2 emissions (Scope 3)	thousand t-CO_2	30,551	32,187	31,878	**31,709**
Category 1: Purchased goods and services	thousand t-CO_2	117	114	130	**162**
Category 2: Capital goods[*11]	thousand t-CO_2	729	467	1,309	**1,365**
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2[*11]	thousand t-CO_2	21,083	21,034	20,035	**19,297**
Category 4: Upstream transportation and distribution	thousand t-CO_2	21	28	29	**34**
Category 5: Waste generated in operations	thousand t-CO_2	171	219	232	**205**
Category 6: Business travel	thousand t-CO_2	0.6	0.6	0.6	**0.6**
Category 7: Employer commuting	thousand t-CO_2	1	2	2	**2**
Category 8: Upstream leased assets	thousand t-CO_2	—	—	—	**—**
Category 9: Downstream transportation and distribution	thousand t-CO_2	—	—	—	**—**
Category 10: Processing of sold products	thousand t-CO_2	—	—	—	**—**
Category 11: Use of sold products	thousand t-CO_2	8,428	10,323	10,142	**10,643**
Category 12: End-of-life treatment of sold products	thousand t-CO_2	—	—	—	**—**
Category 13: Downstream leased assets	thousand t-CO_2	—	—	—	**—**
Category 14: Franchises	thousand t-CO_2	—	—	—	**—**
Category 15: Investments	thousand t-CO_2	—	—	—	**—**
CO_2 emissions intensity of power generation[*3, *12]	kg CO_2/kWh	0.469	0.489	0.504	**0.491**
SF_6 (sulfur hexafluoride) capture rate (at time of inspection)	%	99.9	99.5	99.5	**100.0**
SF_6 (sulfur hexafluoride) capture rate (at time of disposal)	%	99.4	99.0	100.0	**100.0**
SOx (sulfur oxides) emissions	thousand t	5	6	7	**6**
SOx (sulfur oxides) emission intensity[*3, *12]	g/kWh	0.02	0.03	0.03	**0.03**
NOx (nitrogen oxides) emissions	thousand t	18	18	17	**15**
NOx (nitrogen oxides) emission intensity[*3, *12]	g/kWh	0.07	0.07	0.07	**0.07**

Item	Unit	FY2020	FY2021	FY2022	FY2023
Total water intake	thousand m³	18,696	19,147	20,177	**21,246**
Industrial water intake	thousand m³	17,712	18,165	19,038	**19,299**
Tap water intake	thousand m³	809	864	985	**1,885**
Groundwater intake	thousand m³	176	118	153	**62**
Water withdrawal from water-stressed areas	thousand m³	0	0	0	**0**
Gross wastewater volume	thousand m³	7,506	7,188	7,296	**10,682**
COD (chemical oxygen demand) emissions	t	20	20	21	**30**
Total waste, etc.	thousand t	2,045	2,715	3,082	**2,867**
Industrial waste, etc.	thousand t	2,044	2,714	3,077	**2,866**
Specially controlled industrial waste (hazardous waste)	thousand t	0.7	0.4	4.1	**0.7**
Total waste recycled, etc.	thousand t	—	—	—	**2,844**
Recycled industrial waste, etc.	thousand t	—	—	—	**2,843**
Recycled specially controlled industrial waste (hazardous waste)	thousand t	—	—	—	**0.7**
Waste to landfill	thousand t	13	19	18	**19**
Coal ash utilization rate	%	99.99	99.99	99.98	**99.99**
Coal ash generated	thousand t	1,584	2,206	2,578	**2,278**
Coal ash recycled	thousand t	1,583	2,206	2,577	**2,278**
Gypsum utilization rate	%	99.94	99.21	99.85	**99.62**
Gypsum generated	thousand t	380	482	535	**523**
Gypsum recycled	thousand t	380	478	535	**521**
Soot and dust disposal volume	thousand t	1,351	1,918	2,116	**1,985**
Number of Severe leaks	Cases	0	0	0	**0**
Number of PCB (polychlorinated biphenyl) transformers and capacitors disposed	Units	57	78	43	**86**
Volume of PCB-contaminated insulating oil treated	kl	510	25	383	**140**
Number of fines or sanctions for violations of environmental laws and regulations	Cases	0	0	0	**0**
Domestic / JERA Group[*13]					
Installed capacity by source[*2, *3]	MW	68,915	62,682	59,998	**60,119**
Coal	MW	10,739	10,739	11,809	**13,109**
Gas	MW	48,126	42,943	43,590	**44,884**
Renewable Energy	MW	—	—	0	**126**
Other	MW	10,050	9,000	4,600	**2,000**
Fuel consumption					
Coal[*6]	million t	21	24	25	**24**
Oil	million kL	0.2	0.2	0.2	**0.3**
LNG & LPG	million t	27	26	24	**23**
Natural gas	billion Nm³	2	2	2	**2**
Blast furnace gas / coke oven gas	billion Nm³	3	6	5	**5**
Biomass[*7]	million t	0.4	0.4	0.5	**0.5**
Net electricity generation (sending-end power)[*3]	billion kWh	260	261	247	**246**
Purchased electricity	million kWh	162	86	73	**187**
Greenhouse gas (GHG) emissions associated with power generation business (Scope 1)[*8]	thousand t-CO_2	127,573	131,925	128,552	**125,737**
CO_2 emissions	thousand t-CO_2	127,437	131,759	128,391	**125,336**
CH_4 (methane) emissions	thousand t-CO_2	11	11	16	**31**
N_2O (nitrous oxide) emissions	thousand t-CO_2	119	132	136	**338**
SF_6 (sulfur hexafluoride) emissions[*9]	thousand t-CO_2	6	23	8	**8**
HFC (CFC alternative) emissions[*9]	thousand t-CO_2	0.4	0.3	0.7	**24.5**
CO_2 emissions associated with purchased electricity consumption (Scope 2)[*10]	thousand t-CO_2	79	40	60	**73**
Other indirect CO_2 emissions (Scope 3)	thousand t-CO_2	31,918	34,039	33,481	**33,319**
Category 1: Purchased goods and services	thousand t-CO_2	123	122	140	**168**
Category 2: Capital goods[*11]	thousand t-CO_2	752	498	1,339	**1,375**
Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2[*11]	thousand t-CO_2	22,379	22,814	21,567	**20,855**
Category 4: Upstream transportation and distribution	thousand t-CO_2	33	36	37	**40**
Category 5: Waste generated in operations	thousand t-CO_2	200	243	254	**233**
Category 6: Business travel	thousand t-CO_2	0.6	0.6	0.7	**0.7**
Category 7: Employer commuting	thousand t-CO_2	2	2	2	**2**
Category 8: Upstream leased assets	thousand t-CO_2	—	—	—	**—**
Category 9: Downstream transportation and distribution	thousand t-CO_2	—	—	—	**—**
Category 10: Processing of sold products	thousand t-CO_2	—	—	—	**—**
Category 11: Use of sold products	thousand t-CO_2	8,428	10,323	10,142	**10,643**
Category 12: End-of-life treatment of sold products	thousand t-CO_2	—	—	—	**—**
Category 13: Downstream leased assets	thousand t-CO_2	—	—	—	**—**

Pre-Financial Data

Environmental Data

Results for FY2024 to be updated in October 2025

Item	Unit	FY2020	FY2021	FY2022	FY2023
Category 14: Franchises	thousand t-CO_2	—	—	—	—
Category 15: Investments	thousand t-CO_2	—	—	—	—
CO_2 emission intensity of power generation*3, *12	kg-CO_2/kWh	0.491	0.505	0.519	**0.510**
Global / JERA Group*14					
Installed capacity by source*2, *3	MW	79,027	73,226	69,678	**70,892**
Coal	MW	12,233	13,051	13,847	**15,302**
Gas	MW	55,918	49,820	49,866	**51,160**
Renewable Energy	MW	682	1,068	1,078	**2,145**
Other	MW	10,194	9,286	4,887	**2,285**
CO_2 emissions associated with power generation business (Scope 1)	thousand t-CO_2	147,915	155,358	153,182	**150,993**
CO_2 emissions associated with fuel upstream business (Scope 1)	thousand t-CO_2	348	245	204	**275**
CO_2 emissions associated with fuel transportation business (Scope 1)	thousand t-CO_2	327	283	258	**287**
CO_2 emission intensity of power generation*3, *12	kg-CO_2/kWh	0.493	0.512	0.514	**0.515**

1 Calculation boundary (unless otherwise noted): JERA in Japan, Hitachinaka Generation Co., Inc., JERA Power TAKETOYO LLC, JERA Power YOKOSUKA LLC, and JERA Power ANEGASAKI LLC
2 Calculated based on our own facilities at the end of the fiscal year (March 31) of the year in which the data was collected. Overseas businesses are calculated based on facilities owned at the end of the local fiscal year.
3 Includes data from Green Power Ishikari LLC
4 Calculated from the percentage of time excluding planned or unplanned shutdowns
5 Figures for JERA operations in Japan
6 Totaled on a wet coal basis (ar: as received)
7 Totaled on a dry coal basis (ad: air dried)
8 Calculated based on the Act on Promotion of Global Warming Countermeasures
9 Calendar year totals
10 Calculated using the adjusted emission factor for each electric utility published by the Ministry of the Environment and Ministry of Economy, Trade and Industry
From FY2021, a portion of purchased electricity has been replaced with self-transmission, and the self-transmission portion is included in Scope 1 emissions
11 Calculated by the formula below in accordance with "Basic guidelines on accounting for greenhouse gas emissions throughout the supply chain (Ver. 2.6)" on "Green Value Chain Platform (Ministry of the Environment website)"
Category 2: "Increase in the book value of property, plant and equipment (excluding land and construction in progress) and intangible assets (software, etc.)" × "Emission Factor 1"
Category 3: "Electricity received from other companies" x "Emission factor 1" + "Fuel consumption" x "Emission factor 2"
Emission Factor 1: Cited from "Emission factor database for corporate GHG emissions accounting over the supply chain (Ver. 3.4)" on "Green Value Chain Platform" (Ministry of the Environment website)
Emission Factor 2: Cited from "IDEA Ver. 3.4 (2024/04/30)" by the IDEA Laboratory, Safety Science Division, National Institute of Advanced Industrial Science and Technology
12 Figures based on net power generation (sending-end power)
13 Calculation boundary: The calculation boundary of *1 plus joint thermal power figures. Each figure of joint thermal power is calculated based on JERA's equity stake.
14 Calculation boundary: The calculation boundary of *12 plus totals for overseas businesses.Totals for overseas businesses are generally aggregated based on local fiscal years and reporting standards, and calculated based on JERA's equity stake.

This data is also available on our corporate website, and starting with values reported for FY2021, we have received third-party assurance from KPMG AZSA Sustainability Co., Ltd. for certain environmental data, including GHG emissions that are disclosed on the website.

E Environmental Data
https://www.jera.co.jp/en/sustainability/data/e

Independent Assurance Report on Environmental Data
https://www.jera.co.jp/en/sustainability/report

Social Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Employees (JERA consolidated)*1	People	4,907	5,059	5,295	5,838	**6,292**
Employees (JERA only)*2						
Total	People	3,847	3,910	4,008	4,167	**4,407**
(full-time employees)	People	—	3,900	3,999	4,162	**4,402**
(contract workers)	People	—	10	9	5	**5**
Male	People	3,557	3,581	3,638	3,712	**3,873**
(full-time employees)	People	—	3,574	3,632	3,710	**3,871**
(contract workers)	People	—	7	6	2	**2**
Female	People	290	329	370	455	**534**
(full-time employees)	People	—	326	367	452	**531**
(contract workers)	People	—	3	3	3	**3**
Number of employees in O&M and Engineering division (JERA only)		—	—	—	—	**2,774**
Male	People	—	—	—	—	**2,631**
Female	People	—	—	—	—	**143**
Number of employees in the ICT department (JERA only)	People	—	—	—	—	**158**
Male	People	—	—	—	—	**135**
Female	People	—	—	—	—	**23**
Average age (JERA only)						
Total	Age	44.7	44.6	45.1	44.4	**43.8**
Male	Age	44.8	44.9	45.6	45.0	**44.6**
Female	Age	42.2	41.6	40.8	38.9	**37.8**
Managers (JERA only)*3						
Total managers	People	730	713	841	1,034	**1,162**
Male	People	698	677	796	977	**1,084**
Female	People	32	36	45	57	**78**

Social Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of female managers	%	4.4	5.0	5.4	5.5	**6.7**
Managers (mid-level)*4	People	—	—	—	649	**758**
Male	People	—	—	—	608	**701**
Female	People	—	—	—	41	**57**
Ratio of female managers	%	—	—	—	6.3	**7.5**
Managers (senior level)*4	People	—	—	—	73	**78**
Male	People	—	—	—	69	**72**
Female	People	—	—	—	4	**6**
Ratio of female managers	%	—	—	—	5.5	**7.7**
Managers (executive level)	People	—	—	—	20	**27**
Male	People	—	—	—	18	**25**
Female	People	—	—	—	2	**2**
Ratio of female managers	%	—	—	—	10.0	**7.4**
New graduate hires (JERA only)*5						
Total	People	51	79	92	139	**134**
Male	People	43	68	62	96	**85**
Female	People	8	11	29	43	**49**
Japanese nationals	People	—	78	91	136	**132**
Chinese nationals	People	—	1	1	2	**1**
South Korean nationals	People	—	0	0	1	**0**
Mid-career hires (JERA only)						
Total	People	72	132	151	225	**345**
Male	People	60	98	113	165	**271**
Female	People	12	34	38	60	**74**
Japanese nationals	People	62	125	142	212	**335**
Chinese nationals	People	3	4	2	7	**5**
Indian nationals	People	1	0	1	2	**1**
Other nationalities	People	6	3	6	4	**4**
Total turnover rate (JERA only)*6						
Total	%	—	2.8	3.6	3.8	**4.5**
Male	%	—	2.9	3.6	4.1	**4.7**
Female	%	—	1.9	3.5	1.3	**3.0**
–29	%	—	2.1	3.3	0.7	**1.0**
30–39	%	—	1.0	2.3	1.8	**2.2**
40–49	%	—	0.7	0.8	0.9	**1.5**
50+	%	—	6.6	6.8	8.3	**9.3**
Voluntary turnover rate (JERA only)*6						
Total	%	—	1.3	2.0	1.8	**1.5**
Male	%	—	1.2	1.9	1.9	**1.5**
Female	%	—	1.6	3.0	0.7	**1.5**
–29	%	—	0.2	3.3	0.7	**0.9**
30–39	%	—	0.2	2.3	1.8	**2.1**
40–49	%	—	0.2	0.8	0.7	**1.2**
50+	%	—	0.7	2.4	3.0	**1.7**
Breakdown of employees by nationality (JERA only)						
Japan	%	99.30	99.16	99.13	98.82	**98.73**
China	%	0.11	0.20	0.22	0.38	**0.48**
India	%	0.05	0.05	0.07	0.10	**0.09**
USA	%	0.05	0.08	0.07	0.10	**0.09**
UK	%	0.08	0.05	0.05	0.05	**0.02**
Other*7	%	0.41	0.46	0.46	0.55	**0.59**
Breakdown of managers by nationality (JERA only)						
Japan	%	98.62	98.46	98.81	98.45	**98.53**
USA	%	0.14	0.28	0.24	0.22	**0.20**
UK	%	0.28	0.28	0.24	0.22	**0.10**
India	%	0.14	0.14	0.12	0.11	**0.29**
China	%	0.14	0.00	0.00	0.22	**0.10**
Other*8	%	0.68	0.84	0.59	0.78	**0.78**
Employees using childcare leave (JERA only)						
Total	People	10	20	89	95	**128**
Male	People	0	10	56	65	**104**
Female	People	10	10	33	30	**24**
Return-to-work rate after childcare leave (JERA only)*9						
Total	%	100.0	100.0	100.0	100.0	**100.0**
Male	%	—	100.0	100.0	100.0	**100.0**
Female	%	100.0	100.0	100.0	100.0	**100.0**

Pre-Financial Data

Social Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Gender wage gap (all workers)*10	%	—	—	73.6	71.2	**74.3**
Employee engagement*11	%	68.6	68.8	68.8	72.0	**—**
Employee engagement*11	%	—	—	—	—	**65.1**
Labor union membership rate	%	100.0	100.0	100.0	100.0	**100.0**
Average annual training hours per employee*12						
Total	Hours	—	32.4	38.3	50.5	**70.8**
(Male)	Hours	—	—	33.8	45.2	**59.8**
(Female)	Hours	—	—	82.4	93.0	**149.7**
Breakdown by age						
–29	Hours	—	—	254.7	271.8	**278.4**
30–39	Hours	—	—	11.1	19.2	**43.8**
40–49	Hours	—	—	10.3	16.3	**36.0**
50+	Hours	—	—	6.3	12.7	**26.5**
Breakdown by job level						
Non-management	Hours	—	—	45.5	59.1	**79.5**
Management and above	Hours	—	—	11.2	19.2	**42.0**
Average annual training cost per employee						
Total	Thousands of yen	—	—	130	193	**376**
(Male)	Thousands of yen	—	—	124	178	**347**
(Female)	Thousands of yen	—	—	189	317	**588**
Breakdown by age						
–29	Thousands of yen	—	—	390	531	**752**
30–39	Thousands of yen	—	—	178	287	**350**
40–49	Thousands of yen	—	—	96	161	**406**
50+	Thousands of yen	—	—	52	47	**220**
Breakdown by job level						
Non-management	Thousands of yen	—	—	129	178	**308**
Management and above	Thousands of yen	—	—	135	249	**601**
Internal recruitment*13						
Number of positions available	People	—	12	41	169	**344**
Number of applicants	People	—	15	28	84	**111**
Number of successful candidates	People	—	3	15	52	**73**
Percentage of open positions filled through internal recruitment*14	%	—	1.0	16.5	24.0	**21.2**
Average hiring cost for full-time employees*15	Thousands of yen	—	—	1,838	2,102	**2,018**
Average years of service	Years	20.0	20.8	20.6	19.1	**18.2**
Male	Years	20.3	21.3	21.3	20.1	**19.4**
Female	Years	16.0	15.5	13.8	10.8	**9.5**
Overtime hours (per person per month)	Hours	—	25	26	24	**24**
Annual days of paid leave taken (per person)	Days	—	15	16	17	**16**
Number of fatalities*16	People	1	0	0	1	**1**
Number of injuries requiring leave*17	People	22	17	10	11	**15**
Employee injury frequency rate*18	%	0.00	0.00	0.01	0.00	**0.00**
Contribution amounts	Millions of yen	780	38	61	79	**78**

1 Figures from FY2021 onward are compiled in accordance with International Financial Reporting Standards
2 Excluding employees on loan from JERA to other companies and including employees on loan to JERA from other companies
3 Figures from FY2023 include individuals who have an employment relationship with JERA, including employees on loan. A breakdown for management positions is shown below
4 Mid-level managers include general managers and senior managers. Senior-level managers include executive officers, the heads of divisions and groups
5 Figures from FY2021 and earlier represent the number of employees initially assigned to JERA from shareholder companies (new graduate hiring began in FY2022)
6 Figures include individuals who have an employment relationship with JERA, including employees on loan
7 14 countries and regions including the Philippines and South Korea
8 7 countries and regions including the Philippines and Australia
9 Percentage of employees who returned to work during the fiscal year among all scheduled to return
10 Gender wage gap = average annual wage for women ÷ average annual wage for men x 100. In April 2021, JERA introduced its own compensation system. There is no wage gap between male and female employees who share the same attributes (age, position, rank, etc.).
11 Employee satisfaction survey on key topics including company, working environment, and job and skill development (including questions on job satisfaction). Due to the revision of investigation criteria starting in FY2024, the result is listed in a separate row.
12 In FY2021, JERA established its own training system that includes off-the-job group training as well as on-the-job technical training at power plants, e-learning, etc.
13 Internal recruitment has been conducted since FY2021.
14 Percentage of open positions filled through internal recruitment = number of successful internal candidates ÷ number of positions available
15 Average of mid-career hires and new graduate hires
16 Employees, contractors, and subcontractors of JERA and JERA Group
17 Employees, contractors, and subcontractors of JERA and JERA Group; leave of one day or more
18 Excluding commuting accidents

Governance Data

Item	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Number of cases of non-compliance*1	Cases	0	0	0	0	**1**
Amount of fines related to corruption and bribery cases	Millions of yen	—	—	—	—	**0**
Number of convictions related to corruption and bribery	Cases	—	—	—	—	**0**
Number of reports via the harassment consultation hotline	Cases	—	12	13	26	**18**
Number of reports via the whistleblower hotline*2	Cases	12	17	13	19	**25**
Number of data leaks caused by cyberattacks*3	Cases	0	0	0	0	**0**
Composition of the Board of Directors						
Number of directors	People	10	10	9	11	**11**
Number of outside directors	People	5	5	4	6	**7**
Ratio of outside directors (number of outside directors ÷ number of directors)	%	50.0	50.0	44.0	54.5	**63.6**
Number of independent outside directors*4	People	—	—	—	4	**4**
Ratio of independent outside directors (number of independent outside directors ÷ number of directors)	%	—	—	—	36.4	**36.4**
Number of female directors	People	0	1	1	2	**2**
Ratio of female directors (number of female directors ÷ number of directors)	%	0.0	10.0	11.0	18.2	**18.2**
Number of executive officers (excluding those who are also directors)	People	12	10	13	20	**25**
Number of female executive officers	People	0	0	1	2	**2**
Ratio of female executive officers (number of female executive officers ÷ number of executive officers)	%	0.0	0.0	7.7	10.0	**8.0**
Average age of directors	Age	60.1	61.3	62.1	62.2	**62.5**
Director age limit	Age	None	None	None	None	**None**
Age of youngest director	Age	50	57	58	54	**55**
Age of eldest director	Age	68	69	70	71	**67**
Term of office for directors	Years	1	1	1	1	**1**
Average tenure of each director	Years	1.9	2.0	3.1	2.6	**2.5**
Term of office for executive officers	Years	1	1	1	1	**1**
Number of board meetings	Meetings	23	26	26	23	**24**
Attendance rate at board meetings*5	%	99.1	96.5	95.9	94.6	**97.2**
Attendance rate among outside directors*6	%	99.1	96.9	93.9	90.3	**95.3**
Director compensation						
Number of directors paid	People	8	8	8	10	**11**
Total amount of compensation (total amount paid to directors among those compensated)	Millions of yen	278	312	311	314	**328**
Number of corporate auditors	People	3	3	3	3	**3**
Number of outside corporate auditors	People	3	3	3	2	**2**
Ratio of outside corporate auditors (number of outside corporate auditors ÷ number of corporate auditors)	%	100.0	100.0	100.0	66.7	**66.7**
Number of statutory auditor panel meetings	Meetings	17	20	27	37	**27**
Attendance rate at statutory auditor panel meetings*7	%	100.0	100.0	100.0	99.1	**97.5**
Attendance rate of corporate auditors at board meetings*8	%	100.0	98.7	100.0	96.0	**95.8**
Number of Nomination and Compensation Committee members	People	5	4	4	4	**4**
Number of outside directors	People	2	2	2	2	**2**
Ratio of outside directors	%	40.0	50.0	50.0	50.0	**50.0**
Number of committee meetings	Meetings	7	9	10	8	**10**
Committee meeting attendance rate*9	%	100.0	100.0	100.0	100.0	**100.0**
Sustainability Promotion Committee members	People	10	10	9	10	**12**
Number of committee meetings	Meetings	2	2	3	5	**7**

1 "Non-compliance constituting misconduct equivalent to a crisis or emergency" includes violations related to corruption or bribery, harassment, personal data privacy, money laundering, or insider trading
2 Two cases in FY2021 overlapped between the whistleblower and harassment consultation hotlines and are included in current figures
3 Number of incidents of damage caused by cyberattacks. No customers or employees were affected.
4 Confirmed from FY2023 onward due to the establishment of independence criteria in October 2023
5 [Number of Board meetings attended by directors × number of directors] ÷ [number of Board meetings held × number of directors]
6 [Number of Board meetings attended by outside directors × number of outside directors] ÷ [number of Board meetings held × number of outside directors]
7 [Number of Statutory Auditor Panel meetings attended by corporate auditors × number of corporate auditors] ÷ [number of Statutory Auditor Panel meetings held × number of corporate auditors]
8 [Number of meetings attended by auditors × number of auditors] ÷ [number of Board meetings held × number of auditors]
9 Aggregate number of committee members in attendance at all meetings ÷ [number of committee members × number of committee meetings held]

Corporate Overview

Company Name	JERA Co., Inc.
Locations	**Headquarters** Nihonbashi Takashimaya Mitsui Building 25th Floor 2-5-1 Nihonbashi Chuo-ku, Tokyo 103-6125 Japan TEL: +81-3-3272-4631 (Main)　FAX: +81-3-3272-4635 **East Japan Branch** Hibiya Kokusai Building 9th Floor 2-2-3 Uchisaiwai-cho Chiyoda-ku, Tokyo 100-0011 Japan TEL: +81-3-3272-4631　FAX: +81-3-6363-5781 **West Japan Branch** JP TOWER NAGOYA 18th Floor 1-1-1 Meieki, Nakamura-ku Nagoya-shi, Aichi 450-6318 Japan TEL: +81-52-740-6842　FAX: +81-52-740-6841
Incorporated	April 30, 2015
Capital	100 billion yen
Shareholding Ratio	TEPCO Fuel & Power, Inc. ····· 50% Chubu Electric Power Co., Inc. ····· 50%
Description of Business	● Thermal power generation ● Renewable energy ● Gas and LNG ● Engineering, consulting, and other activities related to the above businesses
Number of Employees	6,292 (as of March 31, 2025)

For the latest updates on JERA, please visit the following pages on our website.

Corporate Website: https://www.jera.co.jp/en/

Company Information: https://www.jera.co.jp/en/corporate/

Company Organization: https://www.jera.co.jp/en/corporate/about/organization/

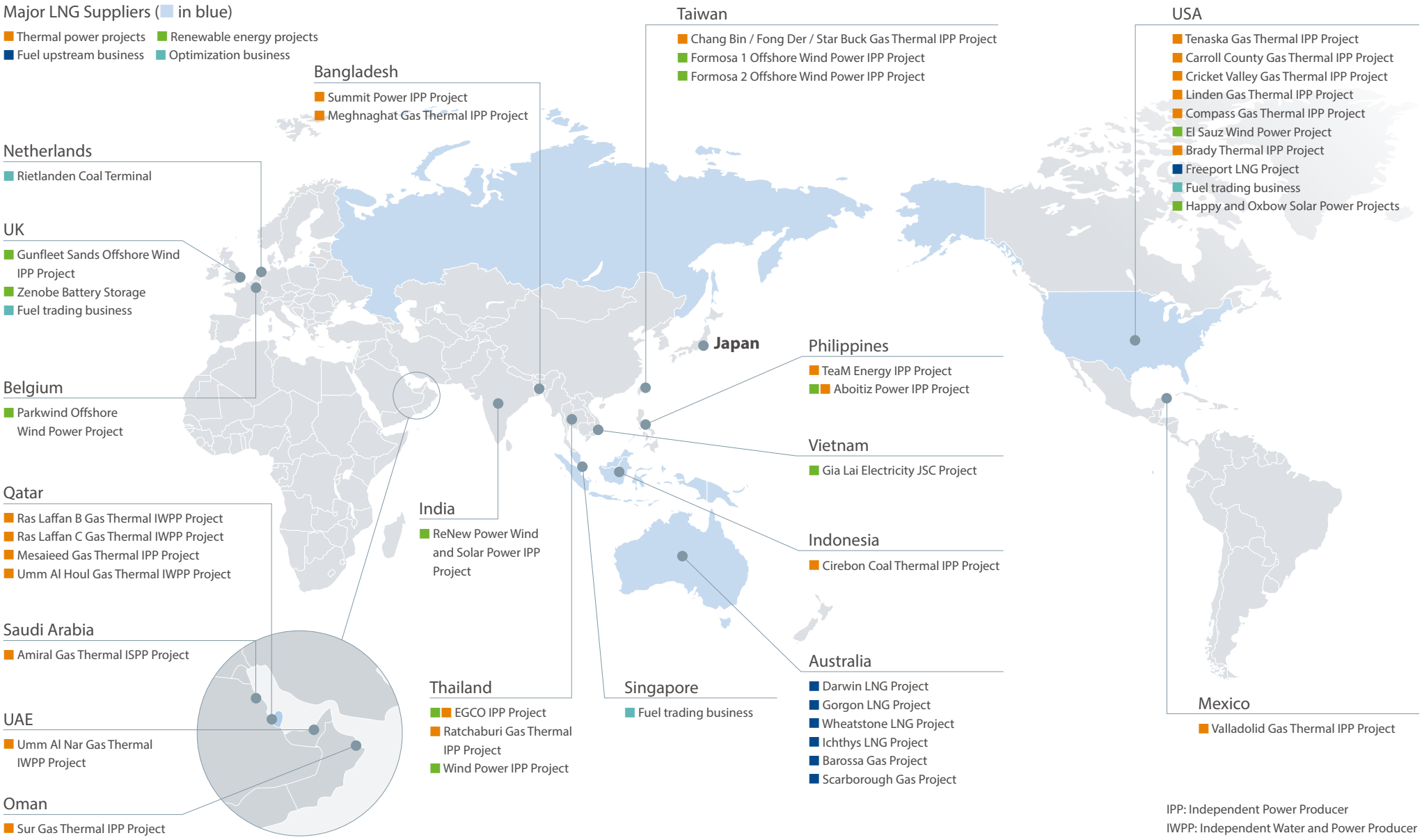
Thermal Power Plants in Japan (as of March 31, 2025)

Thermal Power Plants in Japan*

	Fuel Type	Total Output (Net Capacity)
① Joetsu	LNG	2.38 GW
② Chiba	LNG	4.38 GW
③ Goi (GOI UNITED GENERATION LLC)	LNG	2.34 GW
④ Anegasaki	LNG	1.2 GW
⑤ Anegasaki (JERA Power ANEGASAKI LLC)	LNG	1.941 GW
⑥ Sodegaura	LNG	3.6 GW
⑦ Futtsu	LNG	5.16 GW
⑧ Minami-Yokohama	LNG	1.15 GW
⑨ Yokohama	LNG	3.016 GW
⑩ Higashi-Ohgishima	LNG	2 GW
⑪ Kawasaki	LNG	3.42 GW
⑫ Chita	LNG	1.708 GW
⑬ Chita Daini	LNG	1.708 GW
⑭ Shin-Nagoya	LNG	3.058 GW
⑮ Nishi-Nagoya	LNG	2.376 GW
⑯ Kawagoe	LNG	4.802 GW
⑰ Yokkaichi	LNG	0.585 GW
⑱ Hirono	Heavy oil, Crude oil, and Coal	1.8 GW
⑲ Hitachinaka	Coal	2 GW
⑳ Hitachinaka Joint Thermal Power Station (Hitachinaka Generation Co., Inc.)	Coal	0.65 GW
㉑ Kashima	Natural gas	1.26 GW
㉒ Yokosuka (JERA Power YOKOSUKA LLC)	Coal	1.3 GW
㉓ Shinagawa	Natural gas	1.14 GW
㉔ Atsumi	Heavy oil, Crude oil	1.4 GW
㉕ Hekinan	Coal	4.1 GW
㉖ Taketoyo (JERA Power TAKETOYO LLC)	Coal	1.07 GW

* Power plant name followed by name of operating company in parentheses

Main Overseas Businesses (as of March 31, 2025)



IPP: Independent Power Producer
IWPP: Independent Water and Power Producer