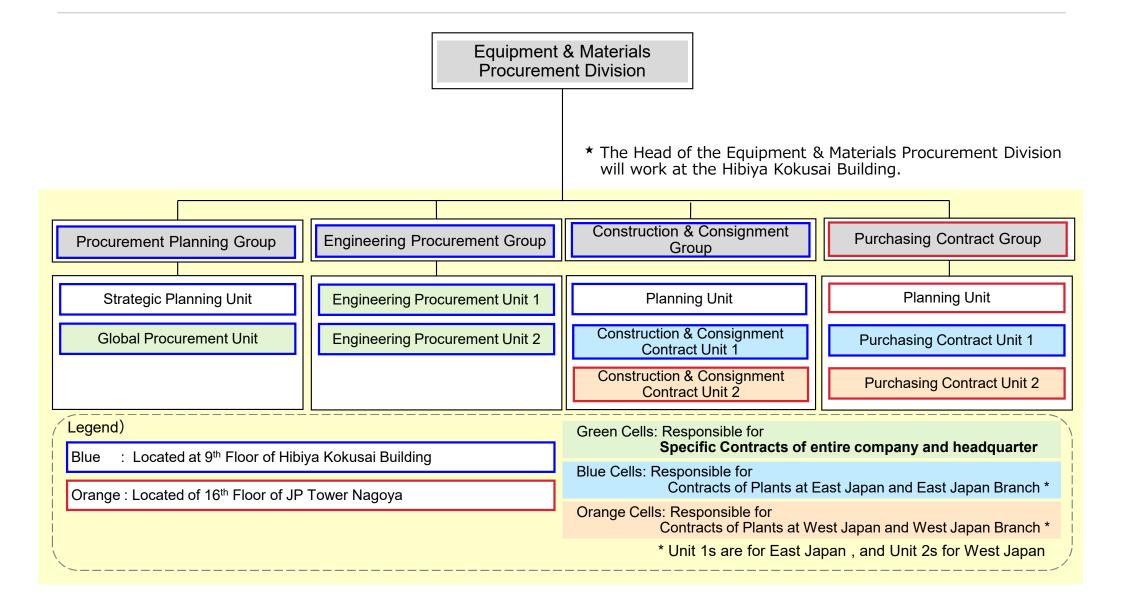
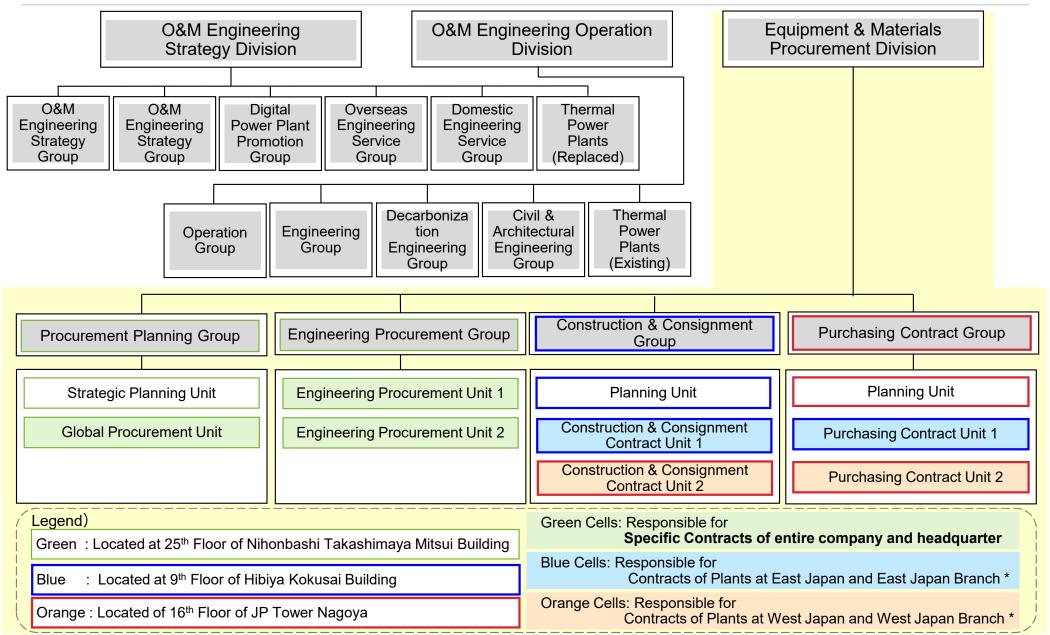
## Organization Chart [as of 9th Dec 2023]



## Organization Chart [as of 8<sup>th</sup> Dec 2023]



\* Unit 1s are for East Japan, and Unit 2s for West Japan <sub>© JERA Co., Inc. All Rights Reserved.</sub>

## Organization Chart [as of 31st Mar 2023]

