



# Financial Data

Unit: Millions of yen		FY2019	FY2020	FY2021
<b>Profit and Loss Statement (P&amp;L) Information</b>				
	Net sales (operating revenue)	3,280,002	2,730,146	4,435,275
	Operating profit	167,008	249,438	132,992
	Ordinary profit	174,429	244,194	95,370
	Profit before income taxes	195,386	227,818	96,334
	Profit attributable to owners of parent	168,543	157,852	24,625
(P&L by segment)	Fuel business			2,995,533
	Net sales	864,708	1,076,200	
	Segment profit (loss)	25,094	48,014	161,337
	Overseas power generation business			4,132
	Net sales	2,180	2,663	
	Segment profit (loss)	36,126	(7,661)	(19,301)
	Thermal power and gas business in Japan			3,119,438
	Net sales	2,926,760	2,391,044	
	Segment profit (loss)	135,814	152,858	(113,891)
	Adjusted			(1,683,829)
	Net sales	(513,647)	(739,762)	
	Segment profit (loss)	(28,492)	(35,358)	(3,518)
	Depreciation and amortization	197,940	187,737	153,619
	Increase in property, plant and equipment, and intangible assets	244,541	225,997	336,981
	Research and development costs	1,433	1,142	1,079
	Thermal power and gas business in Japan	177	132	106
	Other	1,255	1,009	973
<b>Balance Sheet Information</b>				
	Total assets	4,035,324	4,090,880	8,722,197
	Total net assets	1,601,267	1,762,120	1,974,370
	Net worth	1,540,522	1,686,194	1,809,691
	Interest-bearing liabilities	1,505,957	1,613,291	2,646,549
<b>Cash Flow Information</b>				
	Net cash provided by (used in) operating activities	551,670	340,825	(340,433)
	Net cash used in investing activities	(310,863)	(272,092)	(661,033)
	Net cash provided by financing activities	(452,054)	89,542	871,775
	Free cash flow	240,807	68,733	(1,001,466)
	Cash and cash equivalents at the end of the year	402,431	561,685	461,456
<b>Key Financial Indicators</b>				
	Net profit*1	90,082	111,629	277,032
	EBITDA*2	292,812	359,305	610,848
	Return on invested capital (ROIC) (%)*3	3.2	3.7	7.3
	Return on equity (ROE) (%)*4	8.5	6.9	15.8
	Net debt-to-equity ratio*5	0.7	0.6	1.2
	Net debt-to-EBITDA ratio*6	3.6	2.8	3.5
<b>Other</b>				
	Synergy effects (billions of yen)	25.0	45.0	85.0
	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-

## Notes:

(1). Excluding time lag (2). EBITDA = Earnings before interest and taxes\* + Depreciation and amortization + Interest expenses \*Excluding time lag

(3). ROIC = (Net profit\*1 + Interest expense × (1 - Effective tax rate\*2)) ÷ (Interest-bearing liabilities + Net worth\*3)\*4 \*1. Excluding time lag \*2. Using the company's effective tax rate (figures listed in the Financial Statement) \*3. Total net assets - Non-controlling interests

\*4. Average at the beginning and end of the period (4). ROE = Net profit\*1 ÷ Net worth\*2 \*1. Excluding time lag \*2. Average at the beginning and end of the period

(5). Net debt-to-equity ratio = (Interest-bearing liabilities - Cash and deposits) ÷ Net worth\* \*Total net assets - Non-controlling interests (6). Net Debt / EBITDA = (Interest-bearing liabilities - Cash and deposits) ÷ EBITDA\* \*Excluding time lag

## Financial Data

### Breakdown of Major Corporate Bonds

	FY2019	FY2020		FY2021			
Bonds payable Total outstanding amount (millions of yen)	—	40,000		150,000			
Description	None	Unsecured bonds – 1st (with inter-bond pari passu clause)	Unsecured bonds – 2nd (with inter-bond pari passu clause)	Unsecured bonds – 3rd (with inter-bond pari passu clause)	Unsecured bonds – 4th (with inter-bond pari passu clause)	Unsecured bonds – 5th (with inter-bond pari passu clause)	Unsecured bonds – 6th (with inter-bond pari passu clause)
Type	None	Domestic straight bonds (unsecured)	Domestic straight bonds (unsecured)	Domestic straight bonds (unsecured)	Domestic straight bonds (unsecured)	Domestic straight bonds (unsecured)	Domestic straight bonds (unsecured)
Date of issue	None	October 22, 2020	October 22, 2020	November 26, 2021	November 26, 2021	January 19, 2022	January 19, 2022
Issue amount (millions of yen)	None	20,000	20,000	40,000	30,000	30,000	10,000
Time to maturity	None	5 years	10 years	5 years	10 years	3 years	19 years
Interest rate (%)	None	0.190	0.390	0.150	0.350	0.050	0.670

### Power Sold / Power Generated

	FY2019	FY2020	FY2021
Power sold (billion kWh)	265.7	246.6	255.5
Power generated (billion kWh)			
LNG	215.6	201.5	192.3
Coal	48.4	43.2	55.0
Fuel oil / Crude oil	1.3	0	0
Total	265.3	244.6	247.3

### Major Facility Plans (Thermal Power)

As of March 31, 2022

Company	Segment	Location	Output (MW)	Start of construction	Start of operation
JERA Power TAKETOYO LLC	Thermal power and gas business in Japan	Taketoyo Unit 5	1,070	April 2018	August 2022
JERA Power ANEGASAKI LLC	Thermal power and gas business in Japan	Anegasaki New Units 1, 2, 3	646.9 × 3	February 2020	February / April / August 2023
JERA Power YOKOSUKA LLC	Thermal power and gas business in Japan	Yokosuka Units 1, 2	650 × 2	August 2019	June 2023, February 2024
Goi United Generation LLC	Thermal power and gas business in Japan	Goi Units 1, 2, 3	780 × 3	April 2021	August / November 2024, March 2025

# Non-Financial Data

## Environmental Data

Item*1	Unit	FY2019	FY2020	FY2021
Fuel consumption				
Coal*2	million t	17.13	15.77	<b>20.04</b>
Petroleum*2	million kl	0.34	0.05	<b>0.04</b>
LNG, LPG, natural gas*2	million t	30.93	28.86	<b>27.43</b>
Biomass	million t	0.39	0.39	<b>0.38</b>
Sending-end power	billion kWh	265.3	244.6	<b>247.3</b>
Gas sales volume	million t	3.06	3.12	<b>3.82</b>
Total energy consumption (crude oil equivalent)	million kl	55.25	50.70	<b>50.80</b>
Total thermal power generation efficiency (low heating value)	%	50.1	49.7	<b>48.2</b>
Thermal Power Generation Efficiency Benchmark A (Energy Conservation Act)*3	—	1.002	1.000	<b>1.003</b>
Thermal Power Generation Efficiency Benchmark B (Energy Conservation Act)*3	%	46.8	46.8	<b>46.7</b>
Purchased electricity*2	million kWh	174.68	161.74	<b>84.75</b>
Industrial water intake	thousand m <sup>3</sup>	18,116	17,712	<b>18,165</b>
Tap water intake	thousand m <sup>3</sup>	868	809	<b>864</b>
Groundwater usage	thousand m <sup>3</sup>	22	176	<b>118</b>
Greenhouse gas (GHG) emissions associated with power generation business (Scope 1)	thousand t-CO <sub>2</sub>	124,629	114,952	<b>121,098</b>
CO <sub>2</sub> emissions	thousand t-CO <sub>2</sub>	124,501	114,833	<b>120,948</b>
CH <sub>4</sub> (methane) emissions	thousand t-CO <sub>2</sub>	14	11	<b>11</b>
N <sub>2</sub> O (nitrous oxide) emissions	thousand t-CO <sub>2</sub>	109	101	<b>119</b>
SF <sub>6</sub> (sulfur hexafluoride) emissions*4	thousand t-CO <sub>2</sub>	4	6	<b>19</b>
HFC (CFC alternative) emissions*4	thousand t-CO <sub>2</sub>	0.6	0.4	<b>0.3</b>
[Domestic / JERA Group] CO <sub>2</sub> emissions associated with power generation business (Scope 1)*5	thousand t-CO <sub>2</sub>	139,007	127,436	<b>131,756</b>
[Global / JERA Group] CO <sub>2</sub> emissions associated with power generation business (Scope 1)*5,*6	thousand t-CO <sub>2</sub>	161,111	147,915	<b>155,358</b>
CO <sub>2</sub> emissions associated with fuel upstream business (Scope 1)*5,*6	thousand t-CO <sub>2</sub>	235	348	<b>245</b>
CO <sub>2</sub> emissions associated with fuel transportation business (Scope 1)*5,*6	thousand t-CO <sub>2</sub>	297	327	<b>283</b>
CO <sub>2</sub> emissions associated with purchased electricity consumption (Scope 2)*2	thousand t-CO <sub>2</sub>	79	77	<b>37</b>
Other indirect CO <sub>2</sub> emissions (Scope 3)	thousand t-CO <sub>2</sub>	31,993	30,413	<b>32,508</b>
Purchased goods and services	thousand t-CO <sub>2</sub>	0.07	0.04	<b>0.01</b>
Capital goods	thousand t-CO <sub>2</sub>	768	708	<b>902</b>
Fuel- and energy-related activities*2	thousand t-CO <sub>2</sub>	22,777	21,083	<b>21,034</b>
Upstream transportation and distribution*2	thousand t-CO <sub>2</sub>	25	21	<b>28</b>
Waste generated in operations	thousand t-CO <sub>2</sub>	165	171	<b>219</b>
Business travel	thousand t-CO <sub>2</sub>	1	1	<b>1</b>
Employee commuting	thousand t-CO <sub>2</sub>	1	1	<b>2</b>
Upstream leased assets	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Downstream transportation and distribution	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Processing of sold products	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Use of sold products*2	thousand t-CO <sub>2</sub>	8,255	8,428	<b>10,323</b>
End-of-life treatment of sold products	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Downstream leased assets	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Franchises	thousand t-CO <sub>2</sub>	—	—	<b>—</b>
Investments	thousand t-CO <sub>2</sub>	—	—	<b>—</b>

Item*1	Unit	FY2019	FY2020	FY2021
CO <sub>2</sub> emissions intensity of power generation*7	kg-CO <sub>2</sub> /kWh	0.469	0.469	<b>0.489</b>
[Domestic / JERA Group] CO <sub>2</sub> emissions intensity of power generation business*5,*7	kg-CO <sub>2</sub> /kWh	0.492	0.491	<b>0.505</b>
[Global / JERA Group] CO <sub>2</sub> emissions intensity of power generation business*5,*6,*7	kg-CO <sub>2</sub> /kWh	0.496	0.493	<b>0.512</b>
SF <sub>6</sub> (sulfur hexafluoride) recovery rate (at time of inspection)	%	99.8	99.9	<b>99.5</b>
SF <sub>6</sub> (sulfur hexafluoride) capture rate (at time of disposal)	%	100.0	99.4	<b>99.0</b>
SOx (sulfur oxides) emissions	thousand t	7.50	5.09	<b>6.32</b>
SOx (sulfur oxides) emissions intensity*7	g/kWh	0.03	0.02	<b>0.03</b>
NOx (nitrogen oxides) emissions	thousand t	21.13	17.83	<b>17.68</b>
NOx (nitrogen oxides) emission intensity*7	g/kWh	0.08	0.07	<b>0.07</b>
Gross wastewater volume	thousand m <sup>3</sup>	7,604	7,506	<b>7,188</b>
COD (chemical oxygen demand) emissions	t	21	20	<b>20</b>
Industrial wastes and byproducts	thousand t	1,991	2,045	<b>2,715</b>
Disposal by reclamation	thousand t	12	13	<b>19</b>
Coal ash utilization rate	%	99.99	99.99	<b>99.99</b>
Severe leaks	cases	0	0	<b>0</b>
PCB (polychlorinated biphenyl) transformers and capacitors disposed of	units	16	57	<b>78</b>
PCB-contaminated insulating oil treated	kl	86	510	<b>25</b>
Fines or sanctions for violations of environmental laws and regulations	cases	0	0	<b>0</b>

\*1. Figures for JERA in Japan and joint ventures with Hitachinaka Generation Co., Inc., and JERA Power TAKETOYO LLC only (unless otherwise noted)

\*2. Figures for FY2020 and previous years have been revised following a review of definitions and calculation methods

\*3. Figures for JERA operations in Japan

\*4. Calendar year totals

\*5. Joint venture figures calculated based on JERA equity stake

\*6. Totals for overseas businesses are generally aggregated based on local fiscal years and reporting standards

\*7. Figures based on sending-end power

## Social Data

Item	Unit	FY2019	FY2020	FY2021
Employees (JERA Group)	People	4,797	4,907	<b>5,062</b>
Employees (JERA only)*1				
Total	People	3,726	3,847	<b>3,910</b>
Men	People	3,452	3,557	<b>3,581</b>
Women	People	274	290	<b>329</b>
Average age (JERA only)				
Total	Years old	44.3	44.7	<b>44.6</b>
Men	Years old	44.5	44.8	<b>44.9</b>
Women	Years old	41.8	42.2	<b>41.6</b>
Managers (JERA only)				
Total	People	722	756	<b>716</b>
Men	People	697	724	<b>680</b>
Women	People	25	32	<b>36</b>

## Non-Financial Data

Item	Unit	FY2019	FY2020	FY2021
New graduate hires (JERA only)*2				
Total	People	50	51	<b>79</b>
Men	People	43	43	<b>68</b>
Women	People	7	8	<b>11</b>
Mid-career hires (JERA only)				
Total	People	21	72	<b>131</b>
Men	People	16	60	<b>98</b>
Women	People	5	12	<b>33</b>
Turnover rate (JERA only)*3				
Total	%	—	—	<b>2.8</b>
Men	%	—	—	<b>2.9</b>
Women	%	—	—	<b>1.9</b>
Employees using childcare leave (JERA only)				
Total	People	5	10	<b>20</b>
Men	People	0	0	<b>10</b>
Women	People	5	10	<b>10</b>
Return-to-work rate after childcare leave (JERA only)*4				
Total	%	100	100	<b>100</b>
Men	%	—	—	<b>100</b>
Women	%	100	100	<b>100</b>
Gender wage gap (the ratio between men and women where a gap exists)*5				
	%	—	—	<b>—</b>
Employee engagement*6				
	%	68.1	68.6	<b>68.8</b>
Labor union membership rate				
	%	100	100	<b>100</b>
Average annual training hours per employee*7				
	Hours	—	—	<b>32.4</b>
Contribution amounts				
	Millions of yen	4	780	<b>38</b>

\*1. Excluding employees on loan from JERA to other companies and including employees on loan to JERA from other companies

\*2. Figures from FY2021 and earlier represent the number of employees initially assigned to JERA from TEPCO and Chubu. (New graduate hiring began in FY2022.)

\*3. Figures include individuals who have an employment relationship with JERA, including employees on loan.

\*4. Percentage of employees who returned to work during the fiscal year among all scheduled to return

\*5. In April 2021, JERA introduced its own compensation system in which there is no wage gap between men and women employees who share the same attributes (age, position, rank, etc.).

\*6. An average of 58.8% among all businesses subject to a third-party survey

\*7. 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.

## Governance Data

Item (Method of Calculation)	Unit	FY2019	FY2020	FY2021
Customer privacy complaints, etc.	cases	0	0	<b>0</b>
Compliance violations	cases	0	0	<b>0</b>
Reports via the harassment consultation hotline	cases	—	—	<b>12</b>
Reports via the whistleblower hotline*1	cases	12	12	<b>17</b>
Data leaks	cases	0	0	<b>0</b>

Item (Method of Calculation)	Unit	FY2019	FY2020	FY2021
Composition of the Board of Directors				
Number of directors	People	10	10	<b>10</b>
Number of outside directors	People	4	5	<b>5</b>
Ratio of outside directors (number of outside directors ÷ number of directors)	%	40	50	<b>50</b>
Number of female directors	People	0	0	<b>1</b>
Ratio of female directors (number of female directors ÷ number of directors)	%	0	0	<b>10</b>
Number of executive officers (excluding those who are also directors)	People	11	12	<b>10</b>
Number of female executive officers	People	0	0	<b>0</b>
Ratio of female executive officers (number of female executive officers ÷ number of executive officers)	%	0	0	<b>0</b>
Average age of directors	Years old	60.4	60.1	<b>61.3</b>
Director age	Years old	No age limit	No age limit	<b>No age limit</b>
Age of youngest director	Years old	49	50	<b>57</b>
Age of eldest director	Years old	69	68	<b>69</b>
Term of office for directors	Years	1	1	<b>1</b>
Term of office for executive officers	Years	1	1	<b>1</b>
Number of board meetings	Meetings	15	23	<b>26</b>
Attendance ratio of meetings ((number of board meetings attended by directors × number of directors) ÷ [number of board meetings held × number of directors])	%	97.3	99.1	<b>96.5</b>
Attendance ratio of outside directors ((number of board meetings attended by outside directors × number of outside directors) ÷ [number of board meetings held × number of outside directors])	%	93.3	99.1	<b>93.8</b>
Director compensation				
Directors paid	People	8	8	<b>8</b>
Total amount of compensation	Millions of yen	334	278	<b>312</b>
Corporate auditors	People	3	3	<b>3</b>
Outside corporate auditors	People	3	3	<b>3</b>
Ratio of outside corporate auditors (number of outside corporate auditors ÷ number of corporate auditors)	%	100	100	<b>100</b>
Number of statutory auditor panel meetings	Meetings	20	17	<b>20</b>
Statutory auditor panel meeting attendance rate ((number of meetings attended by auditors × number of auditors) ÷ [number of meetings held × number of auditors])	%	100	100	<b>100</b>
Board of Directors meeting attendance rate by corporate auditors ((number of meetings attended by auditors × number of auditors) ÷ [number of board meetings held × number of auditors])	%	100	100	<b>98.7</b>
Nomination and Compensation Committee members				
Outside directors	People	2	2	<b>2</b>
Ratio of outside directors	%	40	40	<b>50</b>
Committee meetings	Meetings	6	7	<b>9</b>
Committee meeting attendance rate	%	100	100	<b>100</b>
Sustainability Promotion Committee members*2				
Committee meetings	Meetings	1	2	<b>2</b>

\*1. Two FY2021 cases overlapped between the whistleblower and harassment consultation hotlines and are included in current figures.

\*2. Member count includes officers.

# Thermal Power Plants in Japan

(As of March 31, 2022)

## List of Thermal Power Plants\*1 (total output and fuel type listed for each station)

◆ LNG ◆ Coal ◆ Heavy oil ◆ Crude oil ◆ Natural gas

Joetsu	2.38GW / ◆
Hirono	4.4GW / ◆◆◆◆
Hitachinaka	2GW / ◆
Hitachinaka Joint Thermal Power Station (Hitachinaka Generation Co., Inc.)	0.65GW / ◆
Kashima	5.66GW / ◆◆◆◆
Chiba	4.38GW / ◆
Goi (Goi United Generation LLC) *Scheduled to begin operation in FY2024	2.34GW / ◆
Anegasaki	1.2GW / ◆
Anegasaki (JERA Power Anegasaki) *Scheduled to begin operation in FY2023	1.941GW / ◆
Sodegaura	3.6GW / ◆
Futtsu	5.16GW / ◆
Yokosuka (JERA Power Yokosuka) *Scheduled to begin operation in FY2023	1.3GW / ◆
Minami-Yokohama	1.15GW / ◆
Yokohama	3.016GW / ◆
Higashi-Ohgishima	2GW / ◆
Kawasaki	3.42GW / ◆
Shinagawa	1.14GW / ◆
Atsumi	1.4GW / ◆◆
Hekinan	4.1GW / ◆
Taketoyo (JERA Power Taketoyo)*2	1.07GW / ◆
Chita	1.708GW / ◆
Chita Daini	1.708GW / ◆
Shin-Nagoya	3.058GW / ◆
Nishi-Nagoya	2.376GW / ◆
Kawagoe	4.802GW / ◆
Yokkaichi	0.585GW / ◆

\*1. Power plant name followed by name of operating company in parentheses.

\*2. Began operation in August 2022

# Overseas Businesses & LNG Suppliers

(As of March 31, 2022)

## Overseas Businesses

■ Thermal power generation ■ Renewable energy ■ Fuel upstream ■ Optimization

### Netherlands

- Rietlanden Coal Terminal ■

### UK

- Gunfleet Sands Offshore Wind IPP Project ■
- Zenobe Battery Storage ■
- JERA Global Markets ■

### Qatar

- Ras Laffan B Gas Thermal IWPP Project ■
- Ras Laffan C Gas Thermal IWPP Project ■
- Mesaieed Gas Thermal IPP Project ■
- Umm Al Houl Gas Thermal IWPP Project ■

### UAE

- Umm Al Nar Gas Thermal IWPP Project ■

### Oman

- Sur Gas Thermal IPP Project ■

### India

- ReNew Power Wind and Solar Power IPP Project ■

### Bangladesh

- Summit Power IPP Project ■
- Meghnaghat Gas Thermal IPP Project ■

### Thailand

- EGCO IPP Project ■■
- Solar Power IPP Project ■
- Ratchaburi Gas Thermal IPP Project ■
- Wind Power IPP Project ■
- AT Biopower Rice Husk Biomass Thermal IPP Project ■

### Taiwan

- Chang Bin / Fong Der / Star Buck Gas Thermal IPP Project ■
- Formosa 1 Offshore Wind Power IPP Project ■
- Formosa 2 Offshore Wind Power IPP Project ■

### Philippines

- TeaM Energy IPP Project ■
- Aboitiz Power IPP Project ■■

### Indonesia

- Cirebon Coal Thermal IPP Project ■

### US

- Phu My Gas Thermal IPP Project ■
- Carroll County Gas Thermal IPP Project ■
- Cricket Valley Gas Thermal IPP Project ■
- Linden Gas Thermal IPP Project ■
- Compass Gas Thermal IPP Project ■
- El Sauz Wind Power Project ■
- Freeport LNG Project ■
- JERA Global Markets ■

### Vietnam

- Phu My Gas Thermal IPP Project ■

### Singapore

- JERA Global Markets ■

### Australia\*

- Darwin LNG Project ■
- Gorgon LNG Project ■
- Wheatstone LNG Project ■
- Ichthys LNG Project ■

### Mexico

- Valladolid Gas Thermal IPP Project ■
- Falcon Gas Thermal IPP Project ■

IPP: Independent Power Producer

IWPP: Independent Water and Power Producer

SPP: Small Power Producer

\* Joined Barossa Gas Project April 2022

## Major LNG Suppliers

- |                    |             |             |            |          |
|--------------------|-------------|-------------|------------|----------|
| • US               | • Australia | • Indonesia | • Malaysia | • Brunei |
| • Papua New Guinea | • Qatar     | • UAE       | • Russia   |          |

# List of Group Companies

## Consolidated Subsidiaries (As of March 31, 2022)

Name	Location	Main Business Activities
<b>JERA Power International B.V.*</b>	Amsterdam, Netherlands	Investment and financing, securities, etc., for overseas power generation projects
<b>JERA Asia Pte. Ltd.</b>	Singapore	Development of electricity- and gas-related projects in Asia
<b>JERA Australia Pty. Ltd.*</b>	Perth, Australia	Fuel business management in Australia
<b>JERA Global Markets Pte. Ltd.*</b>	Singapore	Fuel trading and related activities
<b>Tokyo Timor Sea Resources Pty. Ltd.*</b>	Perth, Australia	Investment in gas field development projects in the Joint Petroleum Development Area between Australia and Timor-Leste
<b>Hitachinaka Generation Co., Inc.*</b>	Tokai-mura, Naka-gun, Ibaraki	Thermal power generation and related activities
<b>LNG Marine Transport Co., Ltd.</b>	Chiyoda City, Tokyo	Liquefied natural gas marine transport and related agency activities
<b>JERA Global Insurance Inc.</b>	Hawaii, USA	Insurance
<b>JERA Power YOKOSUKA LLC</b>	Yokosuka City, Kanagawa	Thermal power generation and related activities
<b>JERA Power ANEGASAKI LLC</b>	Ichihara City, Chiba	Thermal power generation and related activities
<b>Chita LNG Co., Ltd.</b>	Chita City, Aichi	Services related to the receiving, storage, regasification, and delivery of liquefied natural gas
<b>Goi United Generation LLC</b>	Ichihara City, Chiba	Thermal power generation and related activities
<b>JERA Power (Thailand) Co., Ltd.</b>	Bangkok, Thailand	Power plant operation and engineering services and financing for these services in Thailand
<b>Nexeraise Co., Ltd.</b>	Koto City, Tokyo	Petroleum product sales, operation and management of thermal power facilities, power plant disaster prevention and response operations, etc.
<b>JERA Power TAKETOYO LLC</b>	Taketoyo-cho, Chita-gun, Aichi	Thermal power generation and related activities
<b>JERA Americas Inc.</b>	Delaware, USA	Management of power generation and activities, including investing, financing, securities, etc., in the Americas
<b>JERA Americas Holdings Inc.</b>	Delaware, USA	Management of power generation and fuel activities in the Americas

63 other companies

The five companies marked with an asterisk (\*) fall under the category of specified subsidiaries.

Note that of the "63 other companies" not listed above, the following qualify as specified subsidiaries: JERA Trading International Pte. Ltd., JERA Ichthys Pty. Ltd., JERA Gorgon Pty. Ltd., Tokyo Electric Power Company International B.V., JERA Power Management Asia B.V., Reliance Bangladesh LNG & Power Ltd., Chubu Electric Power Integra Pty. Ltd., JERA Darwin Investment Pty. Ltd., JERA Darwin LNG Pty. Ltd., Cygnus LNG Shipping Limited, JERA Storage Investment B.V., Pacific LNG Shipping Limited, Pacific Eurus Shipping Limited, Tokyo Timor Sea Resources Inc., JERA Global Markets Netherlands B.V., JERA Global Markets North America, LLC, JERA Global Markets UK Ltd.

## Equity Method Affiliates

Name	Location	Main Business Activities
<b>Soma Kyodo Power Company, Ltd.</b>	Soma City, Fukushima	Thermal power plant operations and maintenance, electric power sales
<b>Joban Joint Power Co., Ltd.</b>	Chiyoda City, Tokyo	Thermal power plant operations and maintenance, electric power sales
<b>Aboitiz Power Corporation</b>	Manila, Philippines	Power generation and distribution, retail electric power sales in the Philippines
<b>Kashima Kyodo Thermal Electric Power Co., Inc.</b>	Kashima City, Ibaraki	Thermal power plant operations and maintenance, electric power sales
<b>Kimitsu Cooperative Thermal Power Company, Inc.</b>	Kimitsu City, Chiba	Thermal power plant operations and maintenance, electric power sales
<b>TeaM Energy Corporation</b>	Manila, Philippines	Power generation in the Philippines
<b>Freeport LNG Development, L.P.</b>	Delaware, USA	LNG facilities operations and maintenance, development in the Americas

34 other companies



# Organizational Chart

(As of July 1, 2022)



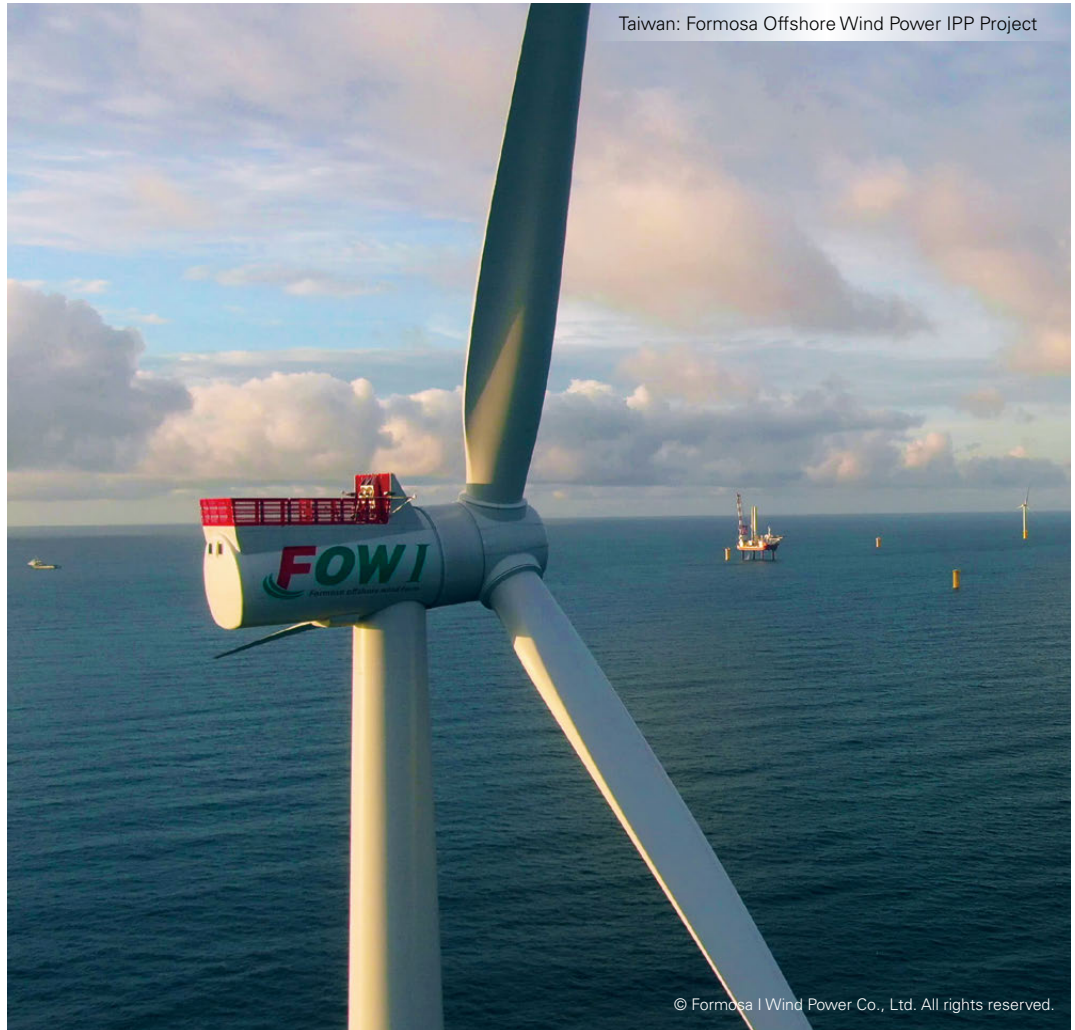
# Corporate Overview

<b>Corporate Name</b>	JERA Co., Inc.
<b>Locations</b>	<p><b>[Headquarters]</b> 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</p> <p><b>[East Japan Branch]</b> 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</p> <p><b>[West Japan Branch]</b> 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</p>
<b>Incorporated</b>	April 30, 2015
<b>Capital</b>	100 billion yen
<b>Shareholding Ratio</b>	TEPCO Fuel & Power, Inc.: 50% Chubu Electric Power Co., Inc.: 50%
<b>Description of Business</b>	<ul style="list-style-type: none"> <li>• Thermal power generation</li> <li>• Renewable energy</li> <li>• Gas and LNG</li> <li>• Engineering, consulting, and other activities related to the above businesses</li> </ul>
<b>Number of Employees</b>	5,062 (As of March 31, 2022)





Shinagawa Thermal Power Station



Taiwan: Formosa Offshore Wind Power IPP Project

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Joetsu Thermal Power Station



Kawagoe Thermal Power Station



Australia: Wheatstone LNG Project

provided by Chevron Australia



US: Cricket Valley Gas Thermal IPP Project



**Jera**  
Energy for a New Era

**JERA Co., Inc.**

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2-5-1 Nihonbashi, Chuo-ku, Tokyo 103-6125, Japan  
TEL: +81-3-3272-4631 FAX: +81-3-3272-4635  
[www.jera.co.jp](http://www.jera.co.jp)



The future belongs to the challengers, the ones who dare to dream in the face of adversity.

Athletes challenge the limits of possibility and inspire us to do the same.

At JERA, we dare to dream.

As Japan's largest power company, we are committed to having a global impact across a range of businesses.

We believe in meeting the challenge of net-zero carbon head on.

"JERA Zero CO<sub>2</sub> Emissions 2050"

is our game plan for a brighter future.

One run can change the course of the game.

And JERA is stepping up to the plate with the scale, skills, ideas, and innovations needed to hit the ball out of the park.

Energy and baseball. Together, we can drive sports and culture forward into a new era.

**JERA is a proud partner of the Central League.**

**ジェラ セ・リーグ**

We identify with Nippon Professional Baseball's mission to promote sports in Japan through baseball and thereby contribute to domestic welfare and international goodwill.