Attachment

New Corporate Vision and Environmental Targets for 2035

New Corporate Vision for 2035

Mission

To provide cutting edge solutions to the world's energy issues

New Corporate Vision for 2035 (Newly established)

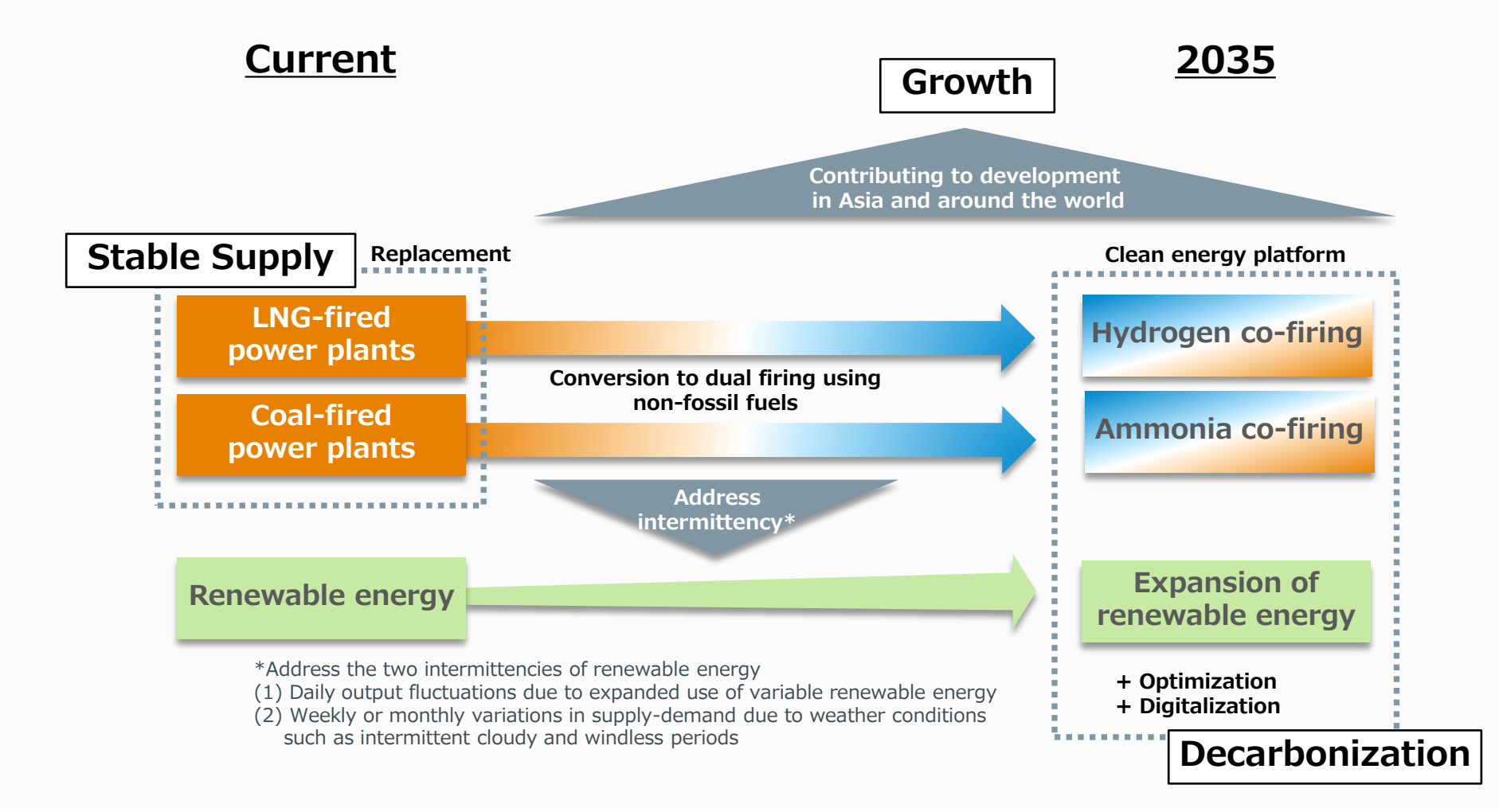
再生可能エネルギーと低炭素火力を組み合わせたクリーンエネルギー供給基盤を
提供することにより、アジアを中心とした世界の健全な成長と発展に貢献する

To scale up its clean energy platform of renewables and low greenhouse gas thermal power, sparking sustainable development in Asia and around the world

Reference: Corporate Vision for 2025 (Established in April 2019)

Global leader in LNG and renewables,
sparking the transition to a clean energy economy

JERA Initiatives Looking Toward 2035

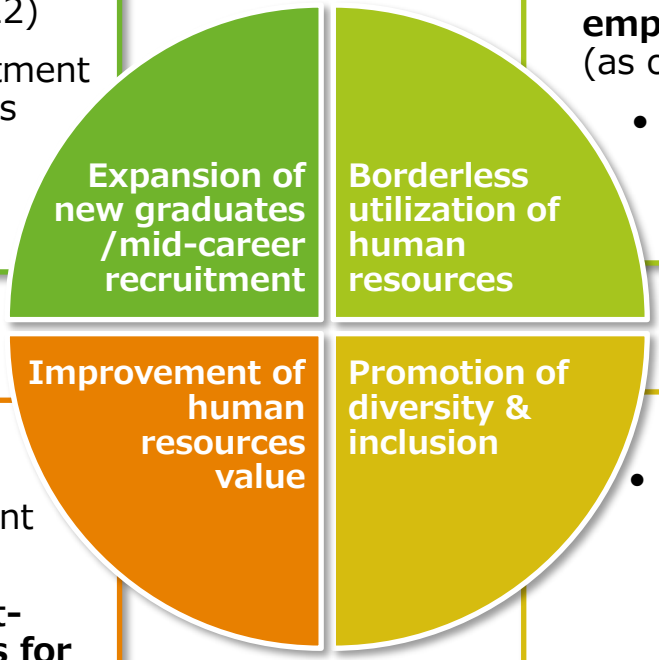


*Address the two intermittencies of renewable energy
(1) Daily output fluctuations due to expanded use of variable renewable energy
(2) Weekly or monthly variations in supply-demand due to weather conditions such as intermittent cloudy and windless periods

Securing Human Resources to Achieve the New Corporate Vision for 2035

Efforts to secure human resources (recruitment and development)

- Hiring of new graduates started (**approximately 100** in FY 2022)
- Expansion of mid-career recruitment focusing on high level specialists (**approximately 130 employees** in FY 2021)



- **Local hiring of approximately 300 employees** at overseas bases (as of April 2022)
  - Borderless utilization of human resources at both headquarters and overseas bases

- Establishment of a system for independent career development
- Introduction of **job-based HR system that provides market-level compensation and pays for performance**

- Promotion of diversity and inclusion with the vision of **"ensuring the happiness of all employees and their families"** and **"accelerating growth that enhances enterprise value"**

JERA Environmental Target 2035

JERA Environmental Target 2035 for its Business in Japan

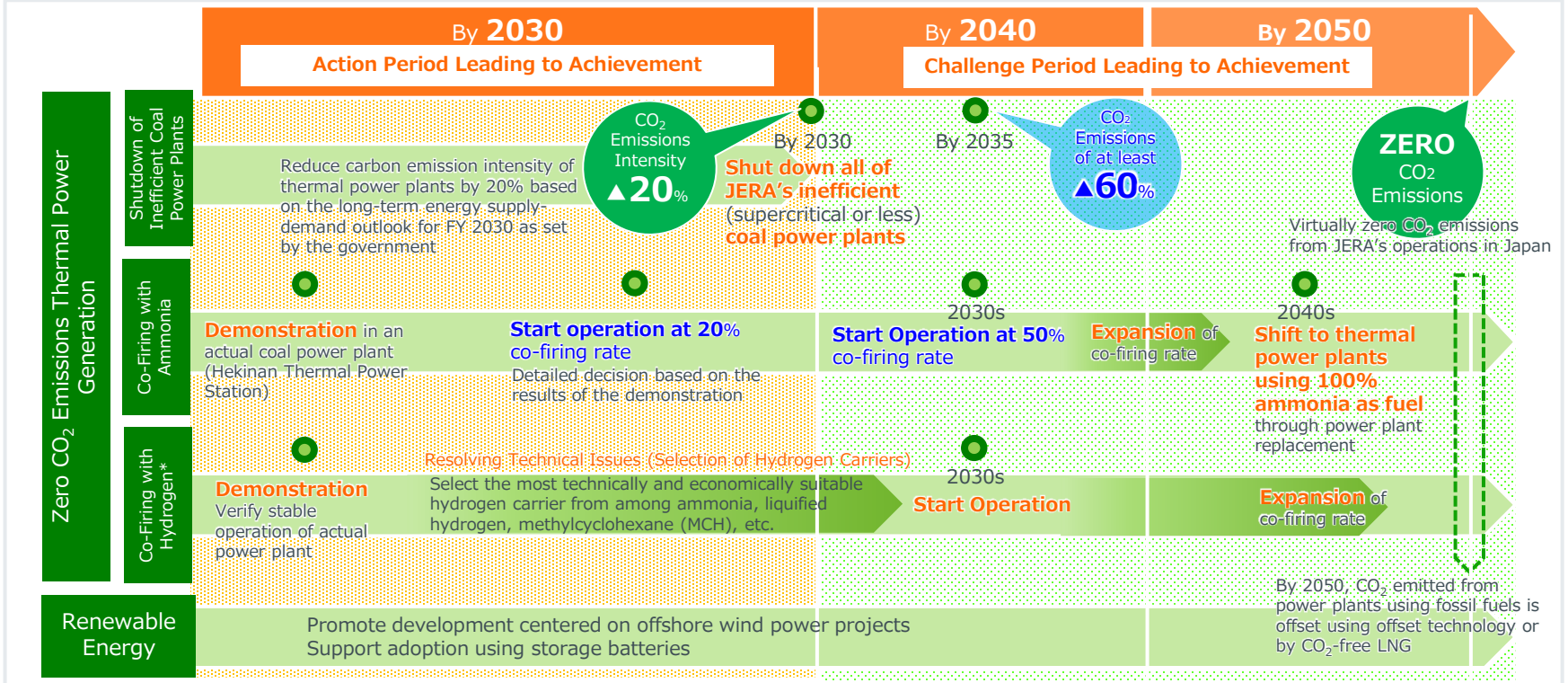
JERA aims to reduce CO_2 emissions from domestic operations by at least 60% (relative to FY 2013) by FY 2035 through the following:

- **Given the expanded adoption of renewable energy based on the national government's 2050 carbon neutral policy, JERA will strive to develop and adopt renewable energy in Japan.**
- **JERA will work to reduce carbon emission intensity from thermal power generation by promoting hydrogen and ammonia co-firing.**

"JERA Environmental Target 2035" is premised on consistency with policy and on the business environment under which it will be realized.

"JERA Zero CO_2 Emissions 2050 Roadmap for its Business in Japan" and "JERA Environmental Targets for its Business in Japan"

JERA Zero CO_2 Emissions 2050 Roadmap for its Business in Japan (Updated in May 2022)



This roadmap will be gradually developed in greater detail based on relevant conditions such as government policies. JERA will revise the roadmap when relevant conditions change significantly.
*The use of CO_2-free LNG is also being considered.

JERA Environmental Target 2030

JERA is actively working to reduce CO_2 emissions. In its domestic operations, JERA will achieve the following by FY2030:

- Shut down all inefficient (supercritical or less) coal power plants and conduct demonstration tests of mixed combustion with ammonia at high-efficiency (ultra-supercritical) coal power plants.
- Promote the development of renewable energy centered on offshore wind power projects and work to further improve the efficiency of LNG thermal power generation.
- Reduce carbon emission intensity of thermal power plants by 20% based on the long-term energy supply-demand outlook for FY 2030 as set by the government.

JERA Environmental Target 2035

JERA aims to reduce CO_2 emissions from domestic operarions by at least 60% (relative to FY 2013) by FY 2035 through the following:

- Given the expanded adoption of renewable energy based on the national government's 2050 carbon neutral policy, JERA will strive to develop and adopt renewable energy in Japan.
- JERA will work to reduce carbon emission intensity from thermal power generation by promoting hydrogen and ammonia co-firing.

JERA Zero CO_2 Emissions 2050 Roadmap and JERA Environmental Targets are premised on steady advances in decarbonization technology, economic rationality, consistency with policy, and the business environment under which they will be realized.

Specific Initiatives for Decarbonization

To achieve the JERA Environmental Targets, JERA aims to develop decarbonization technologies in the following timeline:

- A demonstration test with an ammonia co-firing rate of 20% will start at Hekinan Thermal Power Station Unit 4 by FY2024, and another demonstration test with a co-firing rate of at least 50% will be conducted at Hekinan Thermal Power Station Unit 5 by FY2028. JERA aims for commercial operation at the same co-firing rate.
- A demonstration test of with a hydrogen co-firing rate of 30% (by volume) using JERA's gas turbine combustor will be conducted by FY2025 with the aim of commercial operation in the mid 2030s.