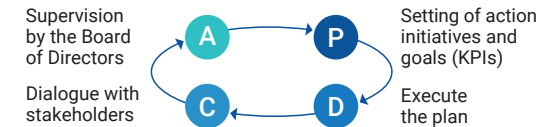











Progress Toward KPIs for Material Issues

FY2023 Progress and FY2024 Goals

The progress toward KPIs for material issues set in FY2023 is presented on this page. Each fiscal year, we report the status of our goals to the Sustainability Promotion Board and the Board of Directors, and review the goals for the following fiscal year as needed. We make a public announcement of the status of progress and use it for the dialogue with stakeholders to apply the PDCA cycle.

Reporting of results & PDCA cycle






Material Issues	Action Initiatives	Goals (KPIs)	FY2023 results	Evaluation/Reference	Goals (KPIs) for FY2024																																
 Supply of energy	Stable operation of electric facilities	Electricity Sales: Achieve initial fiscal year forecasts* ¹	<table><thead><tr><th></th><th>Initial fiscal year forecasts</th><th>Results</th><th>Achievement rate</th></tr></thead><tbody><tr><td>Hydroelectricity</td><td>9.1 billion kWh</td><td>9.0 billion kWh</td><td>99%</td></tr><tr><td>Thermal</td><td>48.5 billion kWh</td><td>38.5 billion kWh</td><td>79%</td></tr><tr><td>Wind</td><td>1.2 billion kWh</td><td>1.1 billion kWh</td><td>94%</td></tr><tr><td>Overseas Business*²</td><td>19.0 billion kWh</td><td>19.8 billion kWh</td><td>104%</td></tr><tr><td>Subtotal ... ①</td><td>77.8 billion kWh</td><td>68.5 billion kWh</td><td>88% (Below KPI)</td></tr><tr><td>Other*³ ... ②</td><td>12.4 billion kWh</td><td>11.6 billion kWh</td><td>93%</td></tr><tr><td>Total (① + ②)</td><td>90.2 billion kWh</td><td>80.2 billion kWh</td><td>89% (Below KPI)</td></tr></tbody></table>		Initial fiscal year forecasts	Results	Achievement rate	Hydroelectricity	9.1 billion kWh	9.0 billion kWh	99%	Thermal	48.5 billion kWh	38.5 billion kWh	79%	Wind	1.2 billion kWh	1.1 billion kWh	94%	Overseas Business* ²	19.0 billion kWh	19.8 billion kWh	104%	Subtotal ... ①	77.8 billion kWh	68.5 billion kWh	88% (Below KPI)	Other* ³ ... ②	12.4 billion kWh	11.6 billion kWh	93%	Total (① + ②)	90.2 billion kWh	80.2 billion kWh	89% (Below KPI)	[Not yet achieved] Utilization rate of thermal power (55%) has been significantly lower than initial forecasts of 68%.  P.30	[To be continued] Initial forecasts for FY2024 Hydroelectric 9.2 billion kWh Thermal 40.5 billion kWh Wind 1.4 billion kWh Overseas Business 16.9 billion kWh Other* ³ 14.5 billion kWh (82.5 billion kWh in total)
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*Due to the fractions, totals do not add up.																																					
Preparation for/and response to natural disasters	Appropriate review of BCP based on the latest knowledge Expanded facility measures and crisis management system (including education and training)	Renewed headquarters' BCP by using advice given by outside experts Enhanced the facility measures against earthquake and Tsunami, etc. based on the new disaster prevention master plan Continued to conduct the fully remote comprehensive disaster drills Organized the crisis information communication routes to reconstruct the faster reporting structure	[Ongoing]  P.100	[To be continued]																																	
Strengthening of cybersecurity	Zero major security incidents	Zero major security incidents	[Achieved]  P.101	[To be continued]																																	
Reduction of greenhouse gases	CO ₂ reduction from the domestic power generation business (compared to FY2013) Reduction of 9.2 million tons by FY2025 Reduction of 46% (22.5 million tons) by 2030	Reduction of 15.09 million tons compared to FY2013 (Reference: CO ₂ emissions in FY2023: 33.68 million tons)	[Ongoing]  P.22	[To be continued]																																	
Development of renewable energy	New development of renewable energy to 1,500 MW or more by FY2025 (compared to FY2017)	Against the target of 1,500 MW (compared to FY2017) for new development of renewable energy for FY2025, the total of start of operation, start of construction, and start of survey projects was 2,638 MW.	[Ongoing] On track to achieve the FY2025 target  P.22	Increase the electric power generated from domestic renewable energy by 4.0 billion kWh/year by FY2030 (Compared to FY2022)																																	
Steady promotion of the Ohma Nuclear Power Plant Project, with safety as a major prerequisite	Promotion of the CO ₂ -free Ohma Nuclear Power Plant Project on the basis of safety	Addressing the assessment of nuclear power facilities' adherence to the New Safety Standard for Nuclear Power Stations	[Ongoing]  P.34 P.48	[To be continued]																																	
 Response to climate change	Pursuit of the possibility of CO ₂ -free hydrogen	Promotion of green and blue hydrogen production and utilization technologies in Japan and overseas	(Overseas green hydrogen) Participation in the green hydrogen/ammonia manufacturing business in the Sultanate of Oman (Overseas blue hydrogen) Participation in a demonstration project to establish an international liquefied hydrogen supply chain in which hydrogen was produced through brown coal gasification in Victoria, Australia to export to Japan. Considering the commercialization of clean hydrogen production combined with CCS, based on the knowledge obtained from the project (Domestic green hydrogen) Considering the commercialization of hydrogen production and supply using domestic renewable energy sources (Domestic blue hydrogen) Promoting the GENESIS Matsushima Plan as a first step of CO ₂ -free hydrogen power generation through the coal gasification and CCS. Currently working on the establishment of a joint venture with the ENEOS Group to implement CCS in Japan in 2030.	[Ongoing]  P.49 P.50 P.51	[To be continued]																																

*1 Initial forecast of electricity sales (billion kWh) for the fiscal year ended March 31, 2023 (FY2022), as announced in the financial results presentation.

*2 Electricity sales by overseas consolidated subsidiaries (excluding electricity sales by equity method affiliates) *3 Sales of electricity procured from the Japan Electric Power Exchange, etc.

Progress Toward KPIs for Material Issues

Material Issues	Action Initiatives	Goals (KPIs)	Results	Evaluation/Reference	Goals (KPIs) for FY2024
 Respect for people	Respect for human rights	<ul style="list-style-type: none"> Formulation of a Human Rights Policy and promote initiatives 	<ul style="list-style-type: none"> Implementation of human rights due diligence based on Basic Policy on Human Rights established in June, 2022. Identification and prioritization of human right risks, and review of the measures at the Human Rights Subcommittee under the Sustainability Promotion Board 	[Ongoing] P.78 P.79	<ul style="list-style-type: none"> Promotion of human rights due diligence based on Basic Policy on Human Rights. Completion of the review within FY2024.
	Human resource development	<ul style="list-style-type: none"> Fostering human resources who can take on various management issues through the creation of a workplace that promotes continuous innovation 	<ul style="list-style-type: none"> Average hours of training per employee 36.4 hours/person*4 Training cost per employee ¥236 thousand/person*4 	[Ongoing] P.85 P.86	[To be continued]
	Assurance of occupational health and safety	<ul style="list-style-type: none"> Eliminate major disasters (zero fatalities or serious injuries) Maintain and improve high uptake rate of thorough medical check-ups (over 90%) Employee satisfaction surveys*4 	<ul style="list-style-type: none"> Fatalities: None, Serious injuries: 7 (previous year: 8) (Below KPI) Percentage of people receiving medical check-ups: 92% (KPI achieved) Conducted an engagement survey instead of employee satisfaction surveys (KPI achieved)*5 	[Achieved except a KPI] P.87 P.89	[To be continued]*5
	Promotion of diversity	<ul style="list-style-type: none"> Number of female employees with senior roles: At least three times the number in FY2021 (24 employees) by 2030*4 Appointment of foreign nationals to senior roles: Increase from FY2021 (147 employees) by 2030 in line with expanded overseas business Number of mid-career hires among employees with senior roles*4: At least 1.5 times the number in FY2021 (110 employees) by 2030 Percentage of female employees among new hires: 20% or more*4 Percentage of employees taking childcare leave: 100%*4 	<ul style="list-style-type: none"> Number of female employees in senior roles: 37 (Ongoing) Appointment of foreign nationals to senior roles: 151 (Ongoing) Number of mid-career hires among employees with senior roles 136 (Ongoing) Percentage of female employees among new hires: New graduate employees who joined the Company on April 1, 2024 22% (KPI achieved) Percentage of employees taking childcare leave: 100% (KPI achieved) 	[Ongoing (Some KPIs achieved)] P.82 P.84	[To be continued]
	Preservation of local environment	<ul style="list-style-type: none"> Zero serious violations of environmental laws and agreements Effective utilization rate of industrial waste: Approx. 97% 	<ul style="list-style-type: none"> Number of serious violations of environmental laws, agreements, etc.: 0 (KPI achieved) Effective utilization rate of industrial waste: 95% (KPI almost achieved) 	[Achieved] P.71	[To be continued]
 Engagement with local communities	Creation of relationships of trust with local communities	<ul style="list-style-type: none"> Active participation in local contribution activities 	<ul style="list-style-type: none"> Number of activities: 815 6,719 J-POWER Group employee participants in total (a significant increase from 3,263 in the previous year). The activities include tree planting, cleanup activities, visiting lectures, accepting facility tours, taking part in dialogues with communities and participation in local events and financial support, and volunteer crossing guards, etc. 	[Ongoing] P.77	[To be continued]
 Enhancement of our business foundation	Enforcement of corporate governance	<ul style="list-style-type: none"> Continuous efforts to identify issues and improve them through annual evaluation of the effectiveness of the Board of Directors 	<ul style="list-style-type: none"> Based on the results of the evaluation from the previous year, intensive opinion exchange meetings were held and opinions were exchanged by non-executive directors as a place to discuss the future vision and important management issues of the Company. Improvements of the list of findings identified by the Board of Directors and confirmation of the progress, etc. 	[Ongoing] P.95	[To be continued]
	Enforcement of compliance	<ul style="list-style-type: none"> Strengthening efforts through the J-POWER Group Compliance Action Committee via compliance activity reports, understanding the issues, and incident analysis 	<ul style="list-style-type: none"> Identification of issues and analysis of cases through questionnaires targeting J-POWER Group employees and opinion exchange meetings where directors and employees directly communicate with each other, and reflection in compliance promotion activities such as various training programs and events in the next fiscal year. Sharing lessons learned from the case study of the past between related parties and providing various compliance trainings 	[Ongoing] P.79 P.98 P.99	[To be continued]
	Strengthening of our revenue and financial base	<ul style="list-style-type: none"> Consolidated ordinary profit 90 billion yen or more in FY2023 Consolidated equity ratio: 30% or more in FY2023 	<ul style="list-style-type: none"> Consolidated ordinary profit 118.5 billion yen (KPI achieved) Consolidated equity ratio 35% (KPI achieved) 	[Achieved] P.22	FY2026 <ul style="list-style-type: none"> Consolidated ordinary profit: Approx. 90 billion yen ROE: Approx. 5% Performing assets ROIC: Approx. 3.5%

*4 Employees enrolled in J-POWER (excluding some on secondment) *5 Changed the name of employee satisfaction surveys to the engagement survey