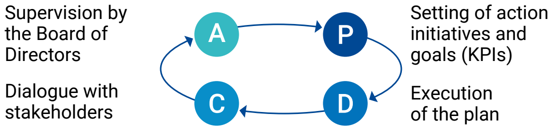
Progress toward KPIs for Material Issues

FY2024 Progress and FY2025 Goals

The progress toward KPIs for material issues set in FY2024 and goals for FY2025 are 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



<table>
<tr><th>Material issues</th><th>Action initiatives</th><th>Goals (KPIs) for FY2024</th><th>FY2024 results</th><th>Evaluation/Reference</th><th>Goals (KPIs) for FY2025</th></tr>
<tr><td rowspan="3">Supply of energy</td><td>Stable operation of electric facilities</td><td>• Electric power sales volume: Achieve the initial fiscal year forecasts*1</td><td>
<table>
<tr><th></th><th>Initial fiscal year forecasts</th><th>Results</th><th>Achievement rate</th></tr>
<tr><td>Hydroelectric</td><td>9.2 billion kWh</td><td>8.6 billion kWh</td><td>93%</td></tr>
<tr><td>Thermal</td><td>40.5 billion kWh</td><td>41.2 billion kWh</td><td>102%</td></tr>
<tr><td>Wind</td><td>1.4 billion kWh</td><td>1.3 billion kWh</td><td>93%</td></tr>
<tr><td>Geothermal, solar</td><td>–</td><td>0.1 billion kWh</td><td>–</td></tr>
<tr><td>Overseas business*2</td><td>16.9 billion kWh</td><td>17.9 billion kWh</td><td>106%</td></tr>
<tr><td>Subtotal … 1</td><td>68.0 billion kWh</td><td>69.1 billion kWh</td><td>102% (KPI achieved)</td></tr>
<tr><td>Other*3 … 2</td><td>14.5 billion kWh</td><td>16.5 billion kWh</td><td>114%</td></tr>
<tr><td>Total (1 + 2)</td><td>82.5 billion kWh</td><td>85.7 billion kWh</td><td>104% (KPI achieved)</td></tr>
</table>
* Due to the fractions, totals do not add up.</td><td>[Achieved]
P.40 P.106</td><td>[To be continued]
Initial forecasts for FY2025
Hydroelectric 9.3 billion kWh
Thermal 41.6 billion kWh
Wind 1.3 billion kWh
Geothermal, solar 0.1 billion kWh
Overseas business*2 17.0 billion kWh
Subtotal 69.3 billion kWh
Other*3 15.3 billion kWh
Total 84.6 billion kWh</td></tr>
<tr><td>Preparation for/and response to natural disasters</td><td>• Appropriately review BCP based on the latest knowledge
• Expand facility measures and crisis management system (including education and training)</td><td>• Enhanced the facility measures against earthquake and Tsunami, etc. based on the new disaster prevention master plan
• Developed a headquarters team to prepare for wide-area disasters based on response to Nankai Trough Earthquake Extra Information
• Carried out an emergency drill in line with the development of the above-mentioned headquarters team
• Organized the crisis information communication routes to reconstruct the faster reporting structure</td><td>[Ongoing]
P.100</td><td>[To be continued]</td></tr>
<tr><td>Strengthening of cybersecurity</td><td>• Achieve zero major security incidents</td><td>• Achieved zero major security incidents</td><td>[Achieved]
P.101</td><td>[To be continued]</td></tr>
<tr><td rowspan="4">Response to climate change</td><td>Reduction of greenhouse gases</td><td>• Reduce CO_2 emissions from the domestic power generation business (compared to FY2013)
Reduce 9.2 million tons by FY2025
Reduce 46% (22.5 million tons) by 2030</td><td>• Reduced 12.93 million tons compared to FY2013
(Reference) CO_2 emissions in FY2024: 35.84 million tons</td><td>[Ongoing]
P.23 P.25 P.61</td><td>[To be continued]</td></tr>
<tr><td>Development of renewable energy</td><td>• Increase electric power generated from domestic renewable energy by 4.0 billion kWh/year by FY2030 (compared to FY2022)</td><td>• As of the end of FY2024: Increased by 0.369 billion kWh/year (compared to FY2022)
Supplementary information: Expected to increase by 2.945 billion kWh/year* by the end of FY2030 (compared to FY2022)
*The amount of annual power generation expected to increase due to the completion of development, facility upgrade, and other reasons.</td><td>[Ongoing]
P.27 P.28</td><td>[To be continued]</td></tr>
<tr><td>Steady promotion of the Ohma Nuclear Power Plant Project, with safety as a major prerequisite</td><td>• Promote the CO_2-free Ohma Nuclear Power Plant Project on the basis of safety</td><td>• Addressing the assessment of nuclear power facilities' adherence to the New Safety Standard for Nuclear Power Stations</td><td>[Ongoing]
P.29</td><td>[To be continued]</td></tr>
<tr><td>Pursuit of the possibility of CO_2-free hydrogen</td><td>• Promote green and blue hydrogen production and utilization technologies in Japan and overseas</td><td>• (Overseas green hydrogen) Participated in the green hydrogen/ammonia manufacturing business in the Sultanate of Oman
• (Overseas blue hydrogen) Participated 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) Considered the commercialization of hydrogen production and supply using domestic renewable energy sources
• (Domestic blue hydrogen) Conducting an environmental impact assessment for the GENESIS Matsushima Plan as a first step of CO2-free hydrogen power generation through the coal gasification and CCS. Established a joint venture with the ENEOS Group and currently working on the commencement of the CCS operations in the early 2030s.</td><td>[Ongoing]
P.30 P.31 P.32</td><td>[To be continued]</td></tr>
</table>

*1 Initial forecast of electric power sales volume (billion kWh) for the fiscal year ended March 31, 2024 (FY2023), as announced in the financial results presentation.
*2 Electric power sales volume by overseas consolidated subsidiaries (excluding electric power sales volume 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) for FY2024	FY2024 results	Evaluation/Reference	Goals (KPIs) for FY2025
Respect for people	Respect for human rights	• Promote human rights due diligence based on the Basic Policy on Human Rights. Complete the review within FY2024.	• Implemented human rights due diligence based on the Basic Policy on Human Rights and completed the review in FY2024. (Identified and assessed human rights risks, examined and implemented risk prevention and mitigation measures, and evaluated the effectiveness of such measures. Expanded a remediation mechanism (consultation channels) for persons outside the Group)	[Achieved] P.75 P.76	• Continue implementing initiatives, such as human rights due diligence and human rights training, based on the Basic Policy on Human Rights, to mitigate human rights risks
	Human resource development	• Foster human resources who can take on various management issues through the creation of a workplace that promotes continuous innovation	• Average hours of training per employee ······ 37.7 hours/person*4 • Training cost per employee ······ ¥273 thousand/person*4	[Ongoing] P.79 P.80	[To be continued]
	Assurance of occupational health and safety	• Eliminate major disasters (zero fatalities or serious injuries) • Maintain and improve high uptake rate of thorough medical check-ups (90%or more) • Conduct an engagement survey*4	• Fatalities: None, Serious injuries: 9 (previous year: 7) (Below KPI) • Percentage of people receiving medical check-ups: 92% (KPI achieved) • Conducted an engagement survey (KPI achieved)*5	[Achieved except a KPI] P.83 P.85 P.86	[To be continued] (only revised the target for the engagement survey) • Achieve the engagement survey score equal to or higher than the previous fiscal year's score
	Promotion of diversity	• Number of female employees in 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 in 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	• Number of female employees in senior roles ······ 41 (Ongoing) • Appointment of foreign nationals to senior roles ··· 168 (Ongoing) • Number of mid-career hires among employees in senior roles ······ 150 (Ongoing) • Percentage of female employees among new hires ······ 22% of total new graduate employees who joined the Company on April 1, 2025 (KPI achieved) • Percentage of employees taking childcare leave 100% (KPI achieved)	[Ongoing (some KPIs achieved)] P.81 P.82 P.84	[To be continued] (only revised the target percentage of female employees among new hires) • Percentage of female employees among new hires: 25% or more (average between FY2025 and FY2027)
Engagement with local communities	Preservation of local environment	• Achieve zero serious violations of environmental laws and agreements • Achieve effective utilization rate of industrial waste: Approx. 97%	• Number of serious violations of environmental laws and agreements: 0 (KPI achieved) • Effective utilization rate of industrial waste: 93% (KPI almost achieved)	[Achieved] The decline in the effective utilization rate was due to the decreased effective utilization of coal ash for the domestic cement sector. P.65 P.66	[To be continued]
	Creation of relationships of trust with local communities	• Actively participate in local contribution activities	• Number of activities: 1,039 • 9,381 J-POWER Group employee participants in total (a significant increase from 6,719 in the previous year). The activities include tree thinning and planting, environmental beautification, cleanup activities, visiting lectures, accepting facility tours, taking part in dialogues with communities and participation in local events, providing financial support, and conducting patrols for traffic safety.	[Ongoing] P.73 P.74	[To be continued]
Enhancement of our business foundation	Enforcement of corporate governance	• Make continuous efforts to identify issues and improve them through annual evaluation of the effectiveness of the Board of Directors	• Held intensive opinion exchange meetings and opinion exchange meetings by non-executive directors to discuss what our business portfolio and the Board of Directors should be in the future • Improved and confirmed progress on the list of findings identified by the Board of Directors, etc.	[Ongoing] P.92	[To be continued]
	Enforcement of compliance	• Strengthen efforts by the J-POWER Group Compliance Action Committee through compliance activity reports, understanding the issues, and case analysis	• Identified issues and analyzed cases through questionnaires targeting J-POWER Group employees, interviews during internal audits, and opinion exchange meetings where directors and employees directly communicate with each other, and reflected the results in compliance promotion activities such as various training programs, organizational improvement activities, and events in the next fiscal year • Shared lessons learned from the case study of the past between related parties and provided various compliance training programs	[Ongoing] P.76 P.98 P.99	[To be continued]
	Strengthening of our revenue and financial base	FY2026 • Consolidated ordinary profit: Approx. ¥90 billion • ROE: Approx. 5%; Performing assets ROIC: Approx. 3.5%	The results for FY2024 were as follows: • Consolidated ordinary profit ¥140.0 billion • ROE: 7.2%; Performing assets ROIC: 5.1%	[Ongoing] P.38	[To be continued]

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