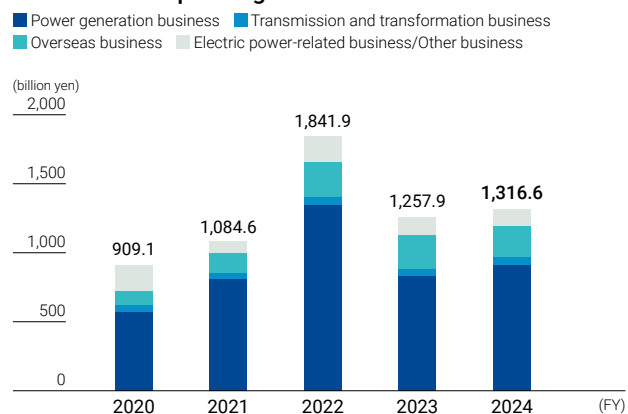


# Financial and Non-Financial Highlights

These are key indicators of the Company's financial and non-financial performance.

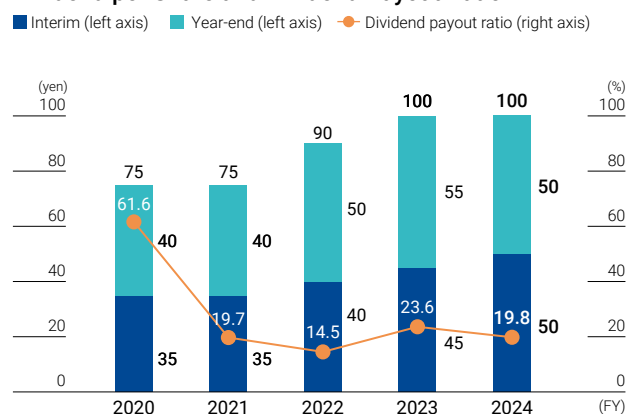
## Financial Highlights

### Consolidated Operating Revenue



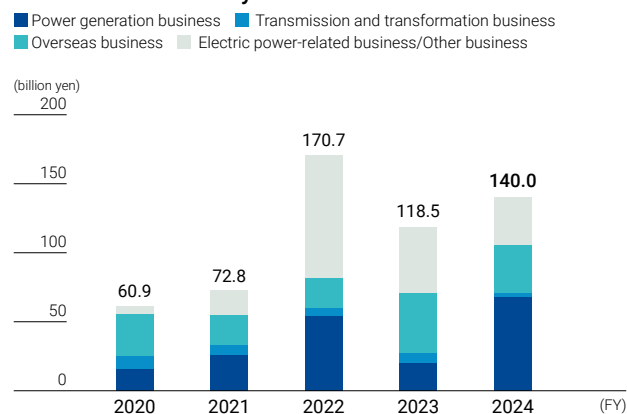
In FY2024, consolidated operating revenue increased by 4.7% year on year to ¥1,316.6 billion. This was mainly due to an increase in electric power sales volume because of an increase in electricity sales procured from wholesale electricity markets, etc., increase in the load factor of thermal power plants, and the commencement of the capacity market in the power generation business, despite lower electricity sales prices and decrease in electric power sales volume in Thailand, a decline in the coal price sold by an Australian consolidated subsidiary that owns coal mining interests, etc.

### Dividend per Share and Dividend Payout Ratio



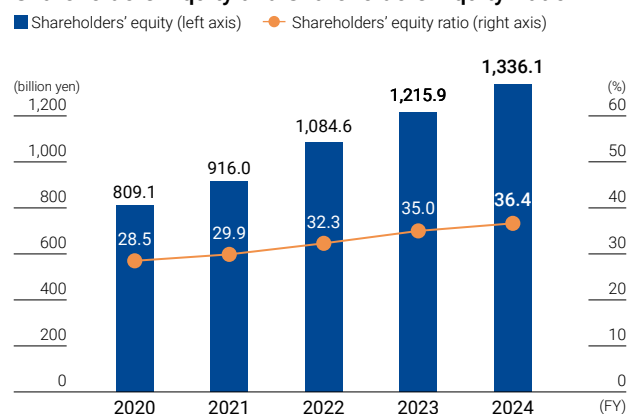
We set the dividend of ¥100 per share as the lower limit during the period covered by the J-POWER Group's Medium-Term Management Plan 2024–2026. We announced the revision to our shareholder return policy on May 9, 2025 and set the new policy as follows: J-POWER will strive to enhance stable, ongoing returns to shareholders considering the level of profit, earnings forecasts, and its financial condition with a total payout ratio of 30%. Based on the above policy, we decided to purchase treasury shares of up to ¥20 billion by bringing forward the decision on additional shareholder returns for the period covered by the Medium-Term Management Plan.

### Consolidated Ordinary Profit



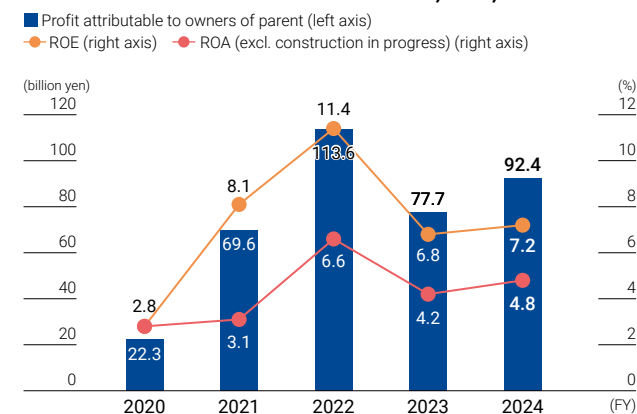
In FY2024, consolidated ordinary profit increased by 18.2% year on year to ¥140.0 billion. This was mainly due to an improvement in gross profit in the power generation business, despite a decrease in profit from an Australian consolidated subsidiary that owns coal mining interests due to a decline in coal sales prices, and a decrease in profit in share of profit of entities accounted for using equity method. This is higher than the ordinary profit target of ¥90.0 billion set forth in the J-POWER Group's Medium-Term Management Plan 2024–2026.

### Shareholders' Equity and Shareholders' Equity Ratio



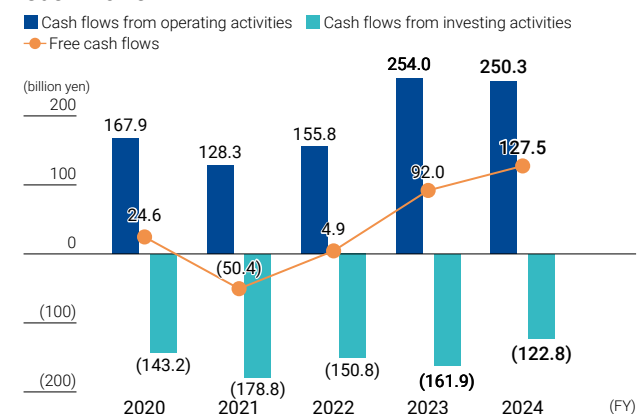
Shareholders' equity ratio for FY2024 was 36.4%, mainly due to an increase in foreign currency translation adjustment, in addition to the recording of consistent profit attributable to owners of parent.

### Profit Attributable to Owners of Parent, ROE, ROA



As was the case with ordinary profit, profit attributable to owners of parent also increased in FY2024. The decrease in FY2020 was due to losses resulting from the surge in electricity market prices, as well as the payment of income taxes due to the fact that tax effect accounting was not applied to the losses incurred by consolidated subsidiaries.

### Cash Flows



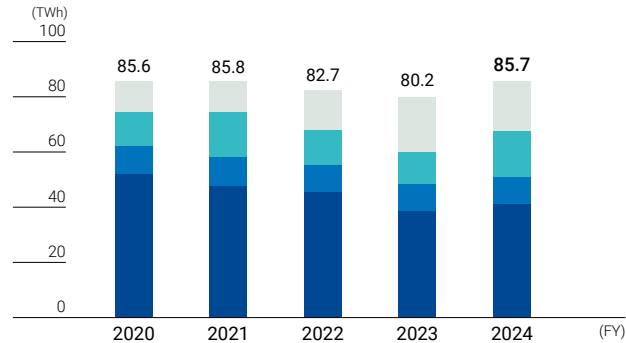
Free cash flows for FY2024 increased by ¥35.5 billion year on year to ¥127.5 billion. This was due to a decrease in cash flows from investing activities primarily attributable to a decrease in payments into time deposits, partially offset by a slight year-on-year decrease in cash flows from operating activities.

## Financial and Non-Financial Highlights

### Non-Financial Highlights

#### Electric Power Sales Volume

■ Thermal ■ Renewable energy ■ Other ■ Overseas



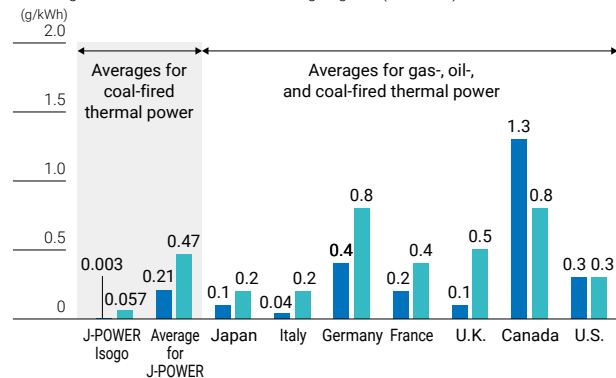
In FY2024, electric power sales volume increased in the power generation business as the load factor of thermal power plants exceeded that of the previous fiscal year, despite a decrease in electric power sales volume in the overseas business. "Other" represents the sales volume of electricity procured from JEPX, etc.

#### International Comparison of SOx and NOx Emissions Intensity for Thermal Power Generation

■ SOx ■ NOx

\*1 Emissions are based on OECD StatExtracts, and power generated is based on IEA "Data and statistics."

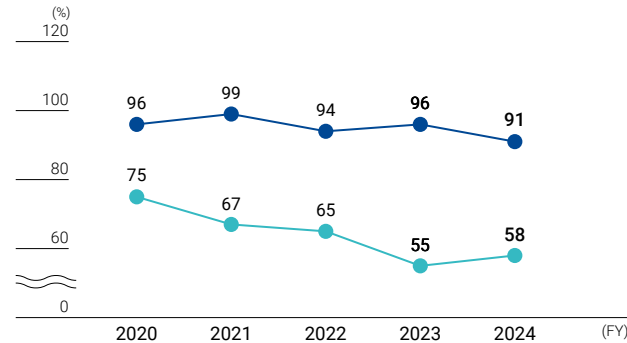
2. Average for J-POWER and J-POWER Isogo figures (coal-fired) are FY2024 results.



#### Water Supply Rate/Thermal Power Load Factor\*

● Water supply rate ● Thermal power load factor

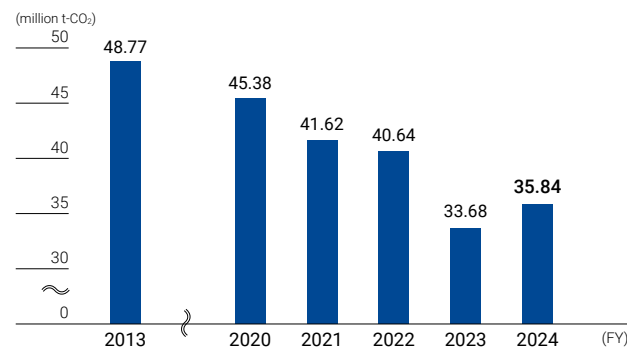
\*Thermal power load factor is calculated on a non-consolidated basis.



Water supply rate depends on factors such as weather conditions. In FY2023, the load factor of thermal power plants decreased during the daytime of low-demand periods due to increased power generation from renewable energy sources in western Japan and the restart of nuclear power plants. In FY2024, we worked to minimize the impact of lower load factor on profits and losses through initiatives to improve operational performance of power plants, including lowering minimum loads, and operational shutdown based on supply and demand forecast. As a result, gross profit in the thermal power business improved by ¥28.0 billion.

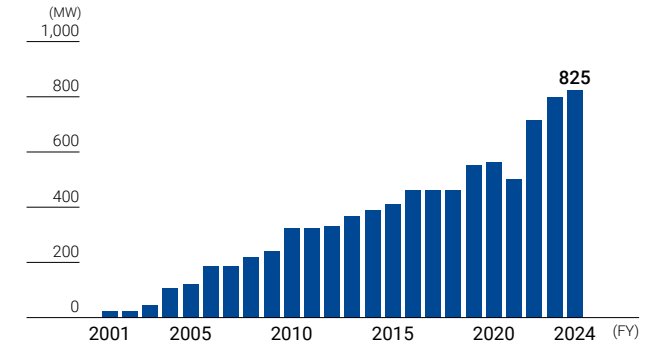
#### CO<sub>2</sub> Emissions from Domestic Electric Power Business

\*Aggregates CO<sub>2</sub> emissions generated from the Group's domestic power plants. Subsidiaries and affiliates are aggregated according to their investment ratios.



Compared to FY2013, we aim to reduce CO<sub>2</sub> emissions by 9.2 million tons by FY2025 and 22.5 million tons by 2030.

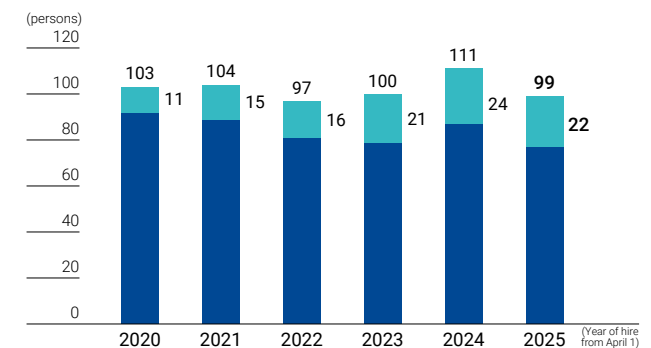
#### Wind Power Generation Capacity



The replacement of existing sites started in FY2021. In FY2024, Kaminokuni No. 2 Wind Farm began operations.

#### Number of New Graduates Hired by J-POWER

■ Male ■ Female



In addition to steady hiring for the purpose of sustainable growth, the Company is taking on the challenge of ensuring diversity in order to create a workplace that promotes continuous innovation. In light of the fact that we achieved the previous target ratio of women in new hires of 20%, we have revised upward the target to 25% or more (average between FY2025 and FY2027) with the aim of further promoting diversity.