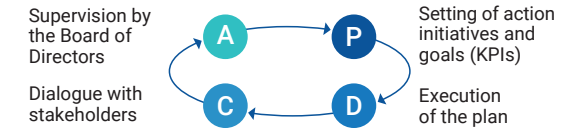


Progress toward KPIs for Material Issues

Goals (KPIs) and FY2025 Progress

Goals (KPIs) for material issues and the progress made in 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 following fiscal years 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)	FY2025 results	FY2025 evaluation/reference																																				
 Supply of energy	Stable operation of electric facilities	Electric power sales volume: Achieve the initial fiscal year forecasts	<table><thead><tr><th></th><th>Initial fiscal year forecasts*¹</th><th>Results</th><th>Achievement rate</th></tr></thead><tbody><tr><td>Hydroelectric</td><td>9.3 billion kWh</td><td>8.3 billion kWh</td><td>89%</td></tr><tr><td>Thermal</td><td>41.6 billion kWh</td><td>41.8 billion kWh</td><td>100%</td></tr><tr><td>Wind</td><td>1.3 billion kWh</td><td>1.3 billion kWh</td><td>100%</td></tr><tr><td>Geothermal, solar</td><td>0.1 billion kWh</td><td>0.1 billion kWh</td><td>100%</td></tr><tr><td>Overseas business*²</td><td>17.0 billion kWh</td><td>14.4 billion kWh</td><td>85%</td></tr><tr><td>Subtotal ... ①</td><td>69.3 billion kWh</td><td>66.1 billion kWh</td><td>95% (Below KPI)</td></tr><tr><td>Other*³ ... ②</td><td>15.3 billion kWh</td><td>15.0 billion kWh</td><td>98%</td></tr><tr><td>Total (①+②)</td><td>84.6 billion kWh</td><td>81.1 billion kWh</td><td>96% (Below KPI)</td></tr></tbody></table> *Due to the fractions, totals do not add up.		Initial fiscal year forecasts* ¹	Results	Achievement rate	Hydroelectric	9.3 billion kWh	8.3 billion kWh	89%	Thermal	41.6 billion kWh	41.8 billion kWh	100%	Wind	1.3 billion kWh	1.3 billion kWh	100%	Geothermal, solar	0.1 billion kWh	0.1 billion kWh	100%	Overseas business* ²	17.0 billion kWh	14.4 billion kWh	85%	Subtotal ... ①	69.3 billion kWh	66.1 billion kWh	95% (Below KPI)	Other* ³ ... ②	15.3 billion kWh	15.0 billion kWh	98%	Total (①+②)	84.6 billion kWh	81.1 billion kWh	96% (Below KPI)	[Below KPI]  P.104
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Preparation for and response to natural disasters	- Appropriately review BCP based on the latest knowledge - Expand facility measures and crisis management system (including education and training)	- Continued enhancing facility measures against earthquakes, tsunamis, etc. based on the new disaster prevention master plan, and developed measures against volcanic eruption risks and other hazards - Developed on-site teams to prepare for wide-area disasters based on response to Nankai Trough Earthquake Extra Information - Organized the crisis information communication routes to reconstruct a faster reporting structure	[Ongoing]  P.98																																					
Strengthening of cybersecurity	Achieve zero major security incidents	Achieved zero major security incidents	[Achieved]  P.99																																					
 Response to climate change	Reduction of greenhouse gases	Reduce CO₂ 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	Achieved the FY2025 goal of reducing 9.2 million tons (Result) Reduced CO₂ emissions by 12.99 million t-CO₂ compared to FY2013 (Reference) CO₂ emissions in FY2025: 35.78 million tons	[Achieved]  P.60																																				
	Development of renewable energy	Increase electric power generated from domestic renewable energy by 4.0 billion kWh/year by FY2030 (compared to FY2022)	As of the end of FY2025: Increased by 0.632 billion kWh/year (compared to FY2022)* Supplementary information: Expected to increase by 1.9 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.	[Ongoing]  P.32-33																																				
	Steady promotion of the Ohma Nuclear Power Plant Project, with safety as a major prerequisite	Promote the CO₂-free Ohma Nuclear Power Plant Project on the basis of safety	Addressing the assessment of Ohma Nuclear Power Plant's adherence to the New Safety Standard for Nuclear Power Stations	[Ongoing]  P.35																																				
	Pursuit of the possibility of CO ₂ -free hydrogen	Promote green and blue hydrogen production and utilization technologies in Japan and overseas	(Green hydrogen) Considered the production and supply of hydrogen using domestic renewable energy sources. Considered a green hydrogen/ammonia production project overseas (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. Conducted a survey of electricity supply and demand involving the use of hydrogen based on the knowledge obtained from the project (Domestic blue hydrogen) Considering the GENESIS Matsushima Plan as CO₂-free hydrogen power generation through coal gasification and CCS. For CCS, conducting research and proceeding with design work under the "Advanced CCS Project," a JOGMEC public offering project. Advancing preparations for commercialization by proceeding with design work while considering the rationalization and cost reduction of CO₂ separation and capture facilities, with the aim of launching the CCS business in the early 2030s (Hydrogen power generation) Considered the introduction of hydrogen and ammonia-fueled gas turbines	[Ongoing]  P.36																																				

*1 Initial forecast of electric power sales volume (billion kWh) for FY2025 announced on May 9, 2025. Initial forecasts for FY2026 total 81.8 billion kWh: 8.8 billion kWh for hydroelectric; 43.6 billion kWh for thermal; 1.4 billion kWh for wind; 0.1 billion kWh for geothermal, solar; 15.6 billion kWh for overseas business; and 12.3 billion kWh for other (announced on May 12, 2026)

*2 Electric power sales volume of overseas consolidated subsidiaries (Electric power sales volume of equity method affiliates is not included.)

*3 Sales of electricity procured from the Japan Electric Power Exchange, etc.

Progress toward KPIs for Material Issues

Material issues	Action initiatives	Goals (KPIs)	FY2025 results	FY2025 evaluation/reference
 Respect for people	Respect for human rights	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	- Continued implementing human rights due diligence and human rights training - Engaged with suppliers, exchanged opinions with Group companies, and shared human rights risk information internally	[Ongoing] P.74
	Human resource development	Foster human resources who can take on various management issues through the creation of a workplace that promotes continuous innovation	- Hours of training per employee.....36.7 hours/person (comparable to FY2024) - Training cost per employee¥287 thousand/person (comparable to FY2024)	[Ongoing] P.78
	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) *Until FY2025 - Achieve the engagement survey score equal to or higher than the previous fiscal year's score**	- Fatalities: 1, Serious injuries: 18 (Below KPI) - Percentage of people receiving medical check-ups: 93% (KPI achieved) - Engagement survey score: Comparable to FY2024 score (KPI achieved) Work engagement: 59.8 → 58.9 Employee engagement: 67.7 → 67.5	[Achieved except for one KPI] P.82-84
		The KPI of "Maintain and improve high uptake rate of thorough medical check-ups" has changed as follows in FY2026: - Healthy weight: Increase from 60.2% to 65.2% or more in five years *Healthy weight: BMI of 18.5 to under 25 - Reduce the smoking rate: Decrease from 20.6% to 18% or less in five years	- Set the goal from FY2026 - Set the goal from FY2026	-
	Promotion of diversity	- Number of female employees in senior roles*: At least three times the number in FY2021 (24 employees) by 2030 - 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*: At least 1.5 times the number in FY2021 (110 employees) by 2030 - Percentage of female employees among new hires*: 25% or more (average between FY2025 and FY2027) - Percentage of employees taking childcare leave*: 100%	- Number of female employees in senior roles.....42 (Ongoing) - Appointment of foreign nationals to senior roles 163 (Ongoing) - Number of mid-career hires among employees in senior roles 152 (Ongoing) - Percentage of female employees among new hires FY2025: 22% (Ongoing) - Percentage of employees taking childcare leave 100% (KPI achieved)	[Ongoing (some KPIs achieved)] P.80
 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: 94% (KPI almost achieved)	[Achieved] Despite a decrease from FY2024 in the effective utilization of coal ash for the domestic cement sector, results comparable to FY2024 were maintained by expanding the customer base and through other measures. P.70
	Creation of relationships of trust with local communities	Actively participate in local contribution activities	- Number of activities: 1,128 (FY2024: 1,039) 9,166 J-POWER Group employee participants in total (FY2024: 9,381). 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.72
 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 J-POWER's future vision and important management issues - Improved and confirmed progress on the list of findings identified by the Board of Directors, etc.	[Ongoing] P.90
	Enforcement of compliance	Strengthen efforts by the J-POWER Group Compliance Action Committee through compliance activity reports, understanding the issues, and case analysis	- Held discussion meetings where executives and employees (from local operating units in and outside Japan and headquarters) directly communicated with each other - Shared information on tax laws and the Act on Proper Transactions with Small and Medium-Sized Entrusted Business Operators (formerly the Subcontract Act) with relevant personnel and provided various compliance training programs, including lectures by attorneys - Conducted investigations and analyses of serious misconduct cases and identified company-wide issues	[Ongoing] P.95
	Strengthening of our revenue and financial base	FY2026 - Consolidated ordinary profit: Approx. ¥90 billion - ROE: Approx. 5%; Performing assets ROIC: Approx. 3.5%	- Consolidated ordinary profit: ¥158.5 billion - ROE: 4.3%; Performing assets ROIC: 4.5%	[Ongoing] P.38 P.41

*4 Employees enrolled in J-POWER (excluding some on secondment)