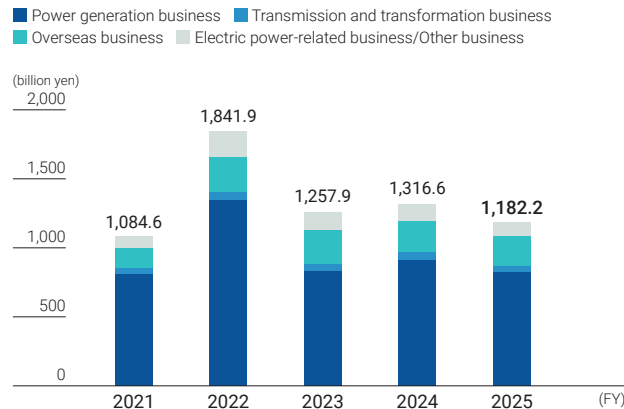


Financial and Non-Financial Highlights

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

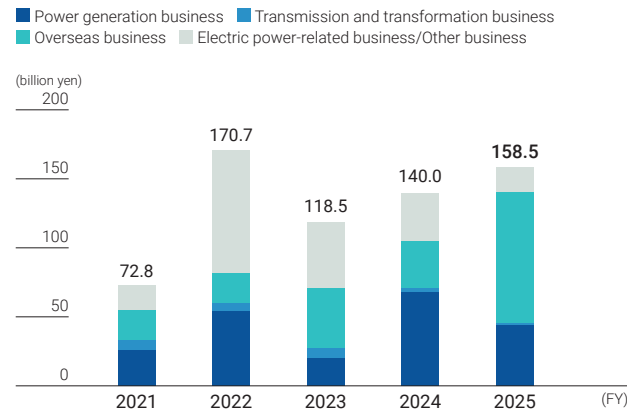
Financial Highlights

Consolidated Operating Revenue



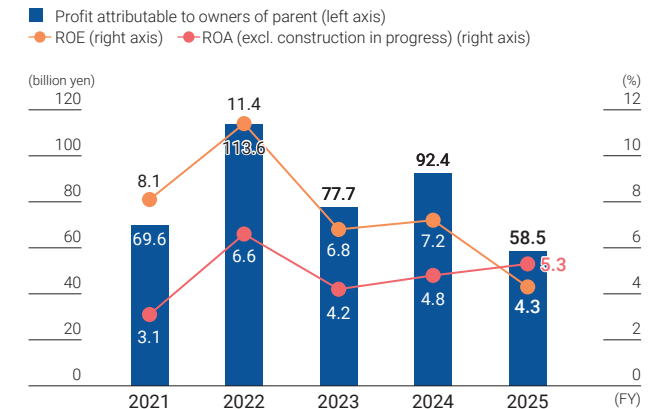
In FY2025, consolidated operating revenue decreased by 10.2% year on year to ¥1,182.2 billion. This was mainly due to lower electric power sales volume in Thailand, the suspension and discontinuation of the Matsushima Thermal Power Plant, and lower capacity market prices.

Consolidated Ordinary Profit



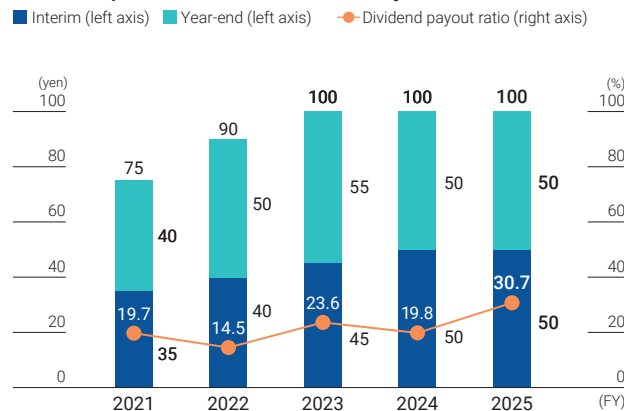
In FY2025, consolidated ordinary profit increased by 13.2% year on year to ¥158.5 billion. This was mainly due to gains on the sale of interests in gas-fired power plants in North America, despite the impact of the suspension and discontinuation of the Matsushima Thermal Power Plant and a decrease in profit from an Australian consolidated subsidiary that owns coal mining interests due to a decline in coal sales prices. 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.

Profit Attributable to Owners of Parent, ROE, ROA



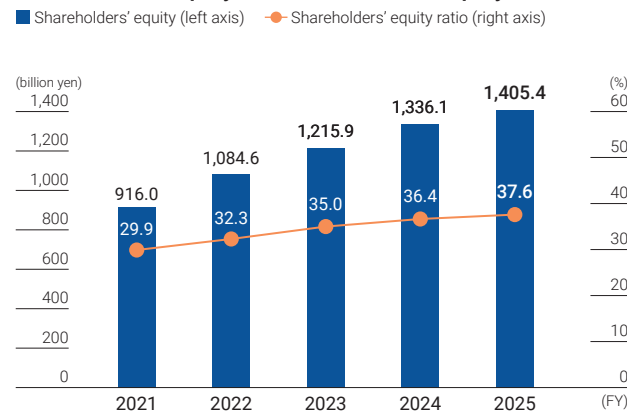
In FY2025, profit attributable to owners of parent decreased by 36.7% year on year to ¥58.5 billion. This was mainly due to impairment losses recognized on renewable energy power generation facilities in Australia and the Takasago Thermal Power Plant, as well as extraordinary losses on the retirement of non-current assets resulting from the removal of certain equipment at the Ohma Nuclear Power Plant Project to ensure the quality and reliability of instrumentation and control equipment, despite the increase in consolidated ordinary profit.

Dividend per Share and Dividend Payout Ratio



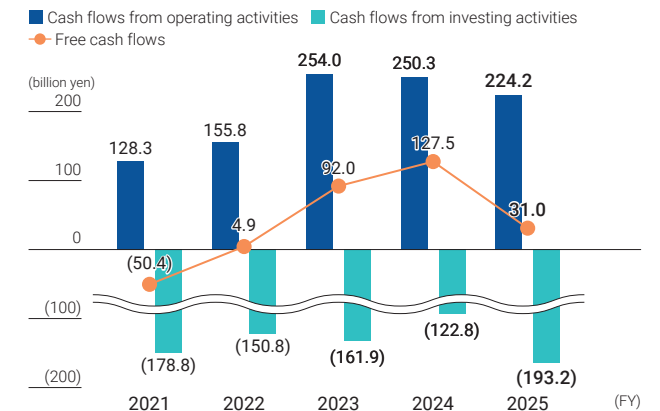
We set the dividend of ¥100 per share as the lower limit during the period covered by the J-POWER Group's Medium-Term Management Plan 2024–2026. We announced the revision to our shareholder return policy on May 9, 2025 and set the new policy as follows: J-POWER will strive to enhance stable, ongoing 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 repurchased 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.

Shareholders' Equity and Shareholders' Equity Ratio



Shareholders' equity ratio for FY2025 was 37.6%, due to the recording of consistent profit attributable to owners of parent.

Cash Flows



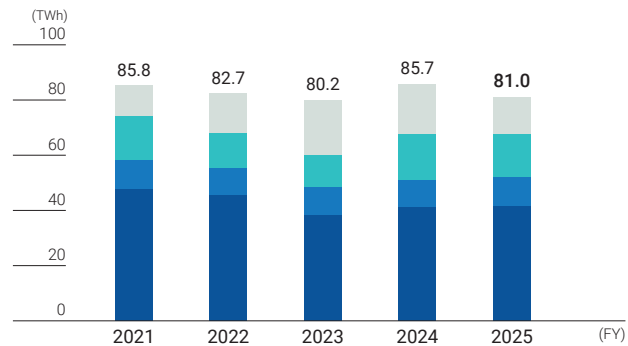
Free cash flows for FY2025 decreased by ¥96.5 billion year on year to ¥31.0 billion. This was due to lower operating cash flow and higher investing cash outflows, mainly as a result of increased purchases of non-current assets.

Financial and Non-Financial Highlights

Non-Financial Highlights

Electric Power Sales Volume

■ Thermal ■ Renewable energy ■ Other ■ Overseas

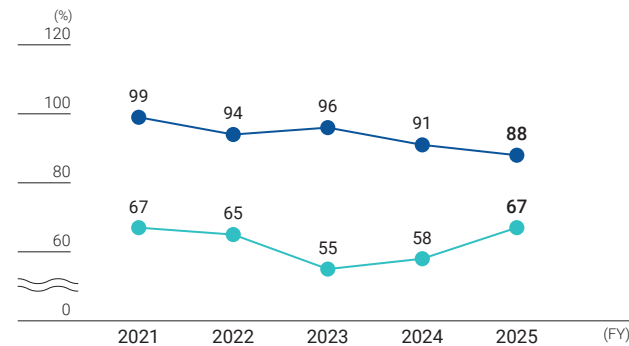


In FY2025, electric power sales volume decreased due to a decrease in electric power sales volume in the overseas business, as well as a decrease in electric power sales volume from the power generation business following the suspension and discontinuation of the Matsushima Thermal Power Plant and other factors. "Other" represents the sales volume of electricity procured from JEPX, etc.

Water Supply Rate/Thermal Power Load Factor*

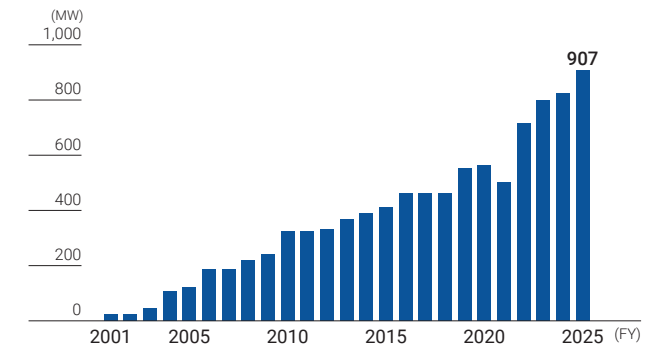
● Water supply rate ● Thermal power load factor

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



Water supply rate depends on factors such as weather conditions. In FY2025, the water supply rate was 88% due to drought conditions. Meanwhile, the competitiveness of our coal-fired power plants improved, resulting in a higher load factor of our thermal power plants, from 58% to 67%.

Owned Capacity of Wind Power Generation Facilities (Onshore and Offshore, Domestic and Overseas)



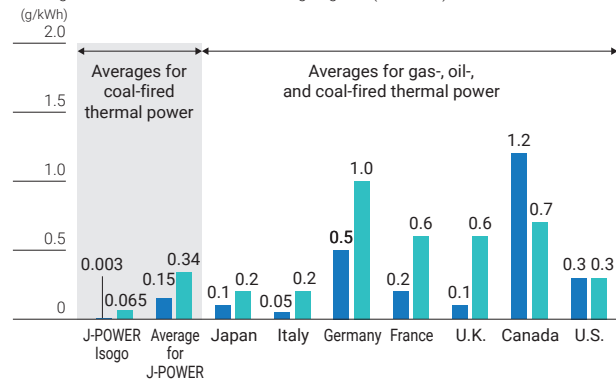
The replacement of existing sites started in FY2021. In FY2025, the Kitakyushu Hibikinada Offshore Wind Farm started operation.

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

■ SOx ■ NOx

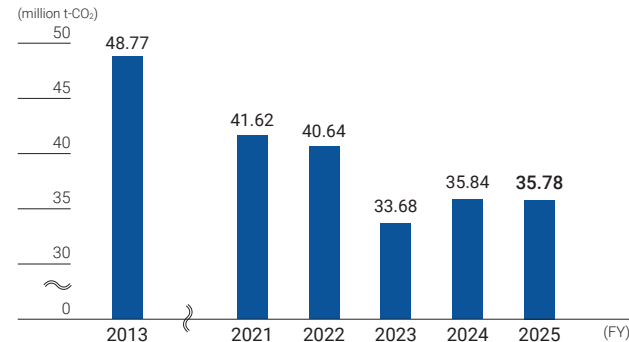
*Emissions are based on OECD StatExtracts, and power generated is based on IEA "Data and statistics."

*Average for J-POWER and J-POWER Isogo figures (coal-fired) are FY2025 results.



CO₂ Emissions from Domestic Electric Power Business

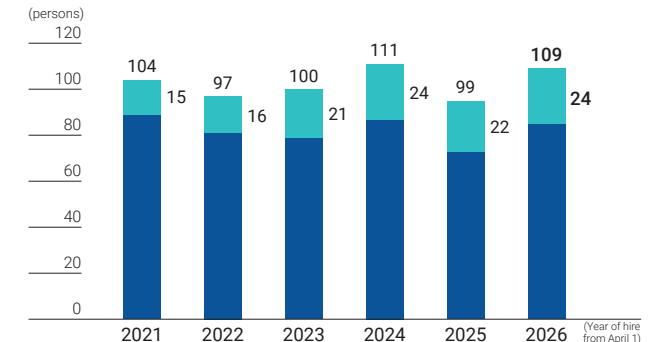
*Aggregates CO₂ emissions generated from the Group's domestic power plants. Subsidiaries and affiliates are aggregated according to their investment ratios.



Compared to FY2013, we aim to reduce CO₂ emissions by 9.2 million tons by FY2025 and 22.5 million tons by 2030. Actual CO₂ emissions in FY2025 totaled 35.78 million tons, achieving the above target.

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 graduate 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.