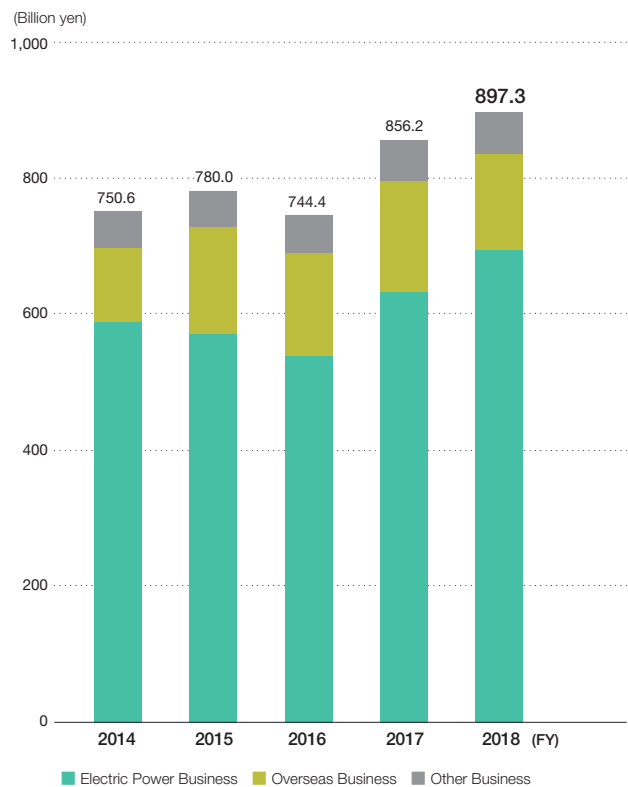
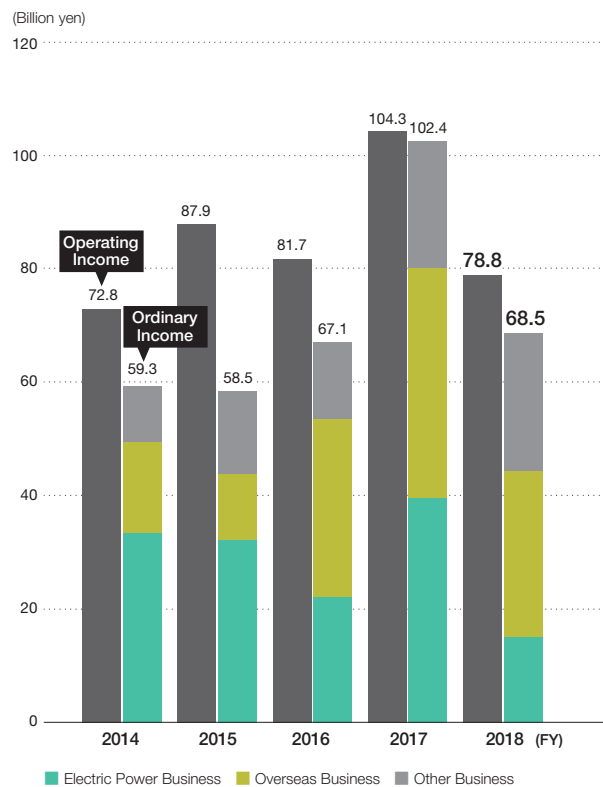


## Financial Highlights

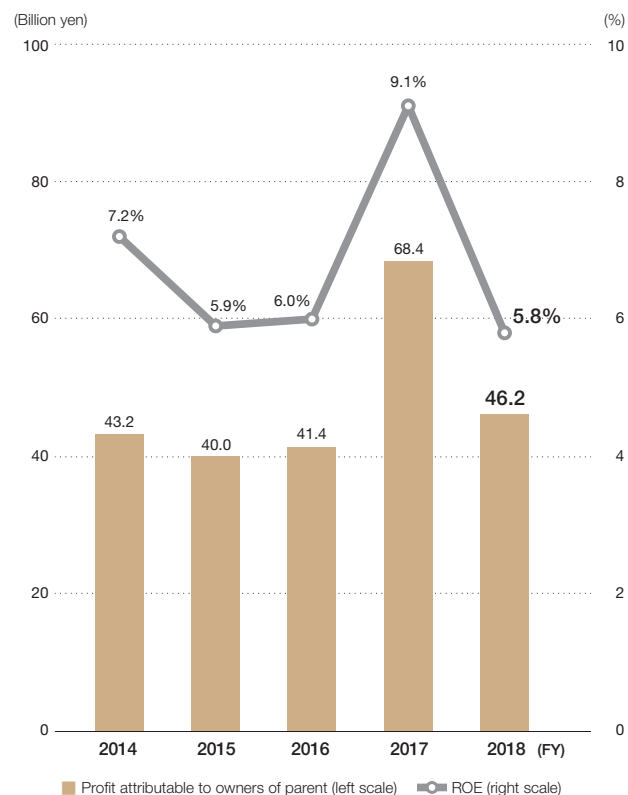
### Operating Revenue (By Segment)



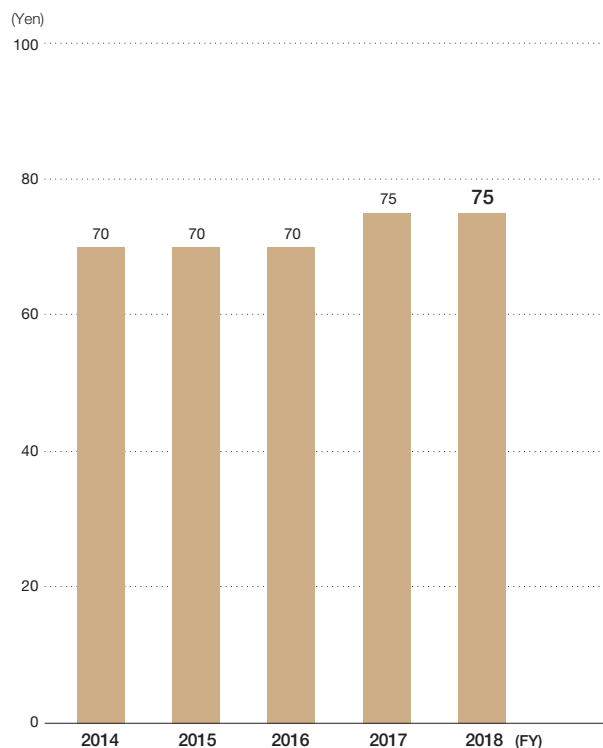
### Operating Income and Ordinary Income



### Profit Attributable to Owners of Parent and ROE

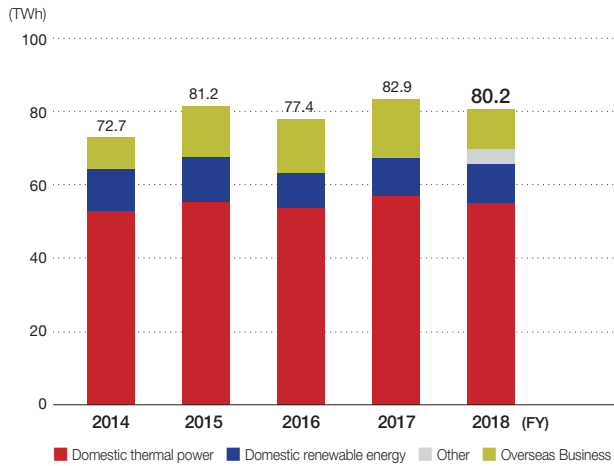


### Dividends Per Share

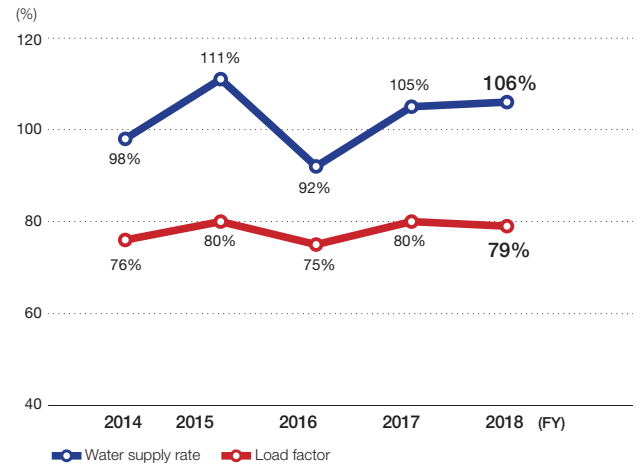


# Non-Financial Highlights

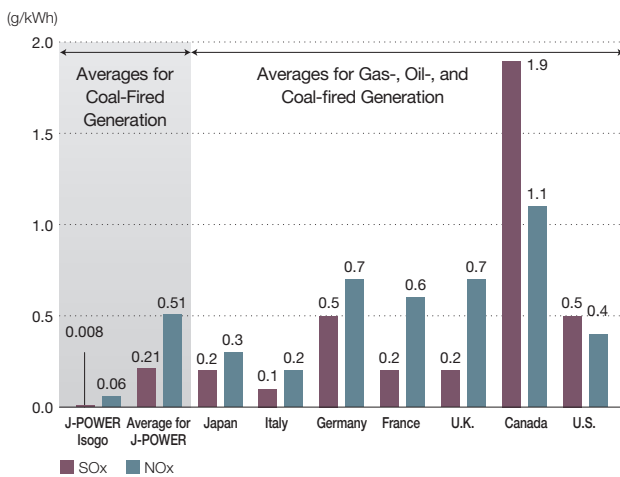
## Electricity Sales Volume



## Water Supply Rate/Load Factor

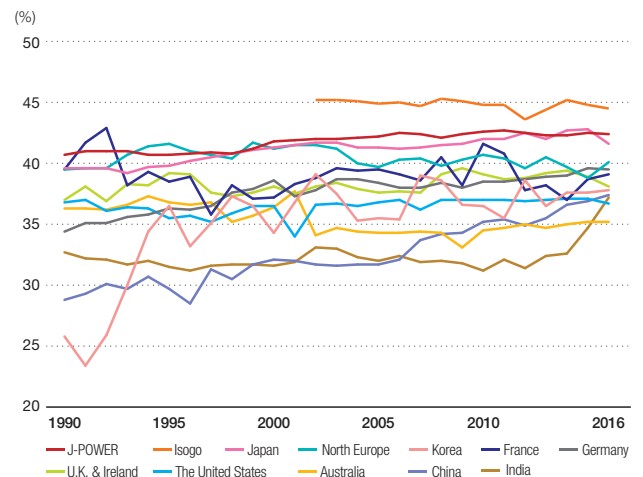


## SOx and NOx Emissions per Unit of Thermal Power Generation



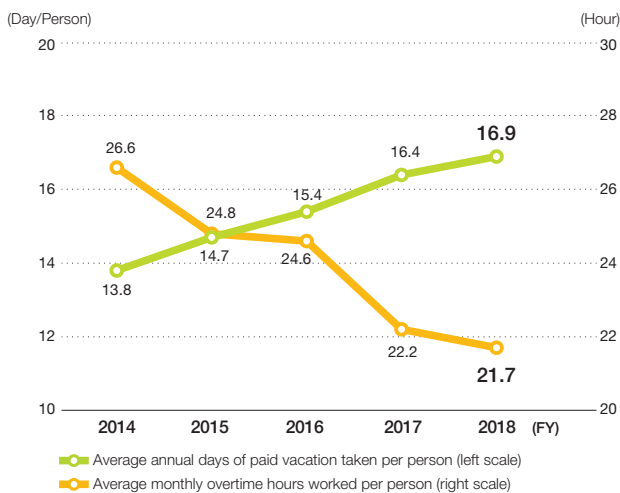
Notes: 1. Emissions: OECD StatExtracts  
 Power generated: IEA Energy Balances of OECD Countries, 2018 Edition  
 2. J-POWER and Isogo figures are fiscal 2018 results.

## Average Gross Thermal Efficiency (LHV) of Coal-Fired Thermal Power Plants by Country



Source: Ecofys International Comparison of Fossil Power Efficiency and CO<sub>2</sub> Intensity 2018  
 \* Lower heating value (LHV) estimated using higher heating value (HHV) records and the coefficients in the Comprehensive Energy Statistics (fiscal 2004 edition)

## Overtime Hours Worked and Days of Paid Vacation Taken



## New Graduates Hired

