The J-POWER Group’s Value Creation Process

Based on its Corporate Philosophy—“We will meet people’s needs for energy without fail, and play our part for the sustainable development of Japan and the rest of the world”—the J-POWER Group is leveraging the technological prowess, organizational strength, and relationships of trust with local communities and business partners built up in its power generation business in and outside Japan to fulfill its mission of providing a stable power supply while sharing value that helps solve social issues with society at large to contribute to the achievement of the Sustainable Development Goals.

Area of Business

<table>
<thead>
<tr>
<th>Electric Power Business</th>
<th>• Domestic power generation business (renewable energy, thermal power, nuclear power) • Transmission business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas Business</td>
<td>• Overseas power generation business • Overseas consulting business</td>
</tr>
<tr>
<td>Electric Power-Related Business</td>
<td>• Electric facility design, construction, and maintenance • Coal procurement</td>
</tr>
<tr>
<td>Other Business</td>
<td>• Waste-fueled power generation, cogeneration system business • Environment-related business</td>
</tr>
</tbody>
</table>

Initiatives to develop zero-emission technologies for fossil fuel power generation

The J-POWER Group’s Strengths

- Technological prowess and facility development, maintenance, and operation know-how
- Balanced energy mix
- Strong development track record of CO₂-free power sources
- Stably operating, competitive power generation facilities

Foundation for Value Creation

<table>
<thead>
<tr>
<th>E</th>
<th>S</th>
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<tbody>
<tr>
<td>• Environmental initiatives</td>
<td>• Human resource development</td>
</tr>
<tr>
<td>• Health and safety management</td>
<td>• Community engagement</td>
</tr>
</tbody>
</table>

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### Electric Power Business
- Domestic power generation business (renewable energy, thermal power, nuclear power)
- Transmission business

<table>
<thead>
<tr>
<th>FY2019 Sales</th>
<th>FY2019 Segment income</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥686.0 billion</td>
<td>¥27.4 billion</td>
</tr>
</tbody>
</table>

### Overseas Business
- Overseas power generation business
- Overseas consulting business

<table>
<thead>
<tr>
<th>FY2019 Sales</th>
<th>FY2019 Segment income</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥179.0 billion</td>
<td>¥33.9 billion</td>
</tr>
</tbody>
</table>

### Electric Power-Related Business
- Electric facility design, construction, and maintenance
- Coal procurement

<table>
<thead>
<tr>
<th>FY2019 Sales</th>
<th>FY2019 Segment income</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥400.5 billion</td>
<td>¥18.5 billion</td>
</tr>
</tbody>
</table>

### Other Business
- Waste-fueled power generation, cogeneration system business
- Environment-related business

<table>
<thead>
<tr>
<th>FY2019 Sales</th>
<th>FY2019 Segment income</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥22.1 billion</td>
<td>¥0.5 billion</td>
</tr>
</tbody>
</table>

### The J-POWER Group’s Strengths
- Technological prowess and facility development, maintenance, and operation know-how
- Balanced energy mix
- Strong development track record of CO2-free power sources
- Stably operating, competitive power generation facilities
- Organization and human resources supporting our business foundations
- Domestic/Overseas business Development track record

### Value Provided to Society
- Power that supports everyday living
- Support for sustained economic growth in Japan
- Advancing economic development in emerging nations
- Helping create wide-area power networks in Japan
- Affordable, stable, and high-quality power supply
- Synergy through business collaboration

### Shareholders and investors
- Stable, ongoing shareholder returns
- Transparent IR/SR information

### Employees
- Workplaces that are safe, healthy, and rewarding
- Opportunities to improve abilities and labor productivity

### Related SDGs
- No Poverty
- Affordable and Clean Energy
- Decent Work and Economic Growth
- Industry, Innovation and Infrastructure
- Responsible Consumption and Production
- Climate Action