

Financial Highlights

for Fiscal Year Ended December 31, 2022

Supplemental material

February 13, 2023

Year-end

Consolidated PL : Summary



(JPY bn)		2021	2022	2023	2024	2025
(rounded	down to bn)	(Actual)	(Actual)	(Plan)	(Plan)	(Plan)
	Flow (One Time Sales Business)	3.7	2.2	10.2	11.5	12.1
	Stock (Recurring Revenue Business)	12.2	15.5	16.4	17.3	19.5
Sales		15.9	17.7	26.7	28.9	31.7
	Flow (One Time Sales Business)	2.9	1.4	2.3	2.8	3.5
	Stock (Recurring Revenue Business)	3.0	4.4	4.9	6.3	7.8
Gross profit		6.0	5.8	7.3	9.2	11.3
SG&A		3.7	4.5	4.0	4.5	4.9
Operating p	profit	2.2	1.2	3.3	4.7	6.3
Ordinary pr	ofit	0.9	(1.3)	1.2	1.6	2.2
EBITDA		4.6	7.6	11.7	12.5	15.0
Profit attrib parent	utable to owners of	0.5	(1.5)	0.7	1.0	1.4

*EBITDA = Ordinary profit + Interest expense + Commission paid + Depreciation + Amortization of goodwill + Other depreciation (EBITDA is exempt from audit or a quarterly review).

Consolidated PL: By Business Segment



(JPY bn) (rounded down to bn)		2021 (Actual)	2022 (Actual)	2023 (Plan)	2024 (Plan)	2025 (Plan)	
Flo	ow ne Time Sales	Sales	3.7	2.2	10.2	11.5	12.1
•	siness)	Gross profit	2.9	1.4	2.3	2.8	3.5
	Power	Sales	10.5	13.7	14.1	14.6	16.3
	Production etc.,	Gross profit	1.8	3.2	3.6	4.4	5.3
	O&M Business	Sales	1.6	1.9	2.5	2.8	3.2
	(Non- consolidated)	Gross profit	1.0	1.3	1.6	2.0	2.4
	AM Business	Sales	0.6	0.6	0.4	0.4	0.5
	(Non- consolidated)	Gross profit	0.6	0.6	0.4	0.4	0.5
	Intercompany elimination	Sales	(0.5)	(0.8)	(0.6)	(0.6)	(0.6)
	elimination	Gross profit	(0.5)	(0.8)	(0.6)	(0.6)	(0.6)
	ock	Sales	12.2	15.5	16.4	17.3	19.5
-	ecurring Revenue siness)	Gross profit	3.0	4.4	4.9	6.3	7.8
T	tal —	Sales	15.9	17.7	26.7	28.9	31.7
	otal	Gross profit	6.0	5.8	7.3	9.2	11.3

Consolidated PL : FY2021 (Actual)



(JPY bn) (rounded d	down to bn)	1Q	2Q	3Q	4Q	All year	
•		- ~		- ~		•	
	Flow (One Time Sales Business)	1.1	0.1	0.8	1.6	3.7	
	Stock (Recurring Revenue Business)	2.1	3.6	3.5	2.9	12.2	
Sales		3.2	3.8	4.3	4.5	15.9	
	Flow (One Time Sales Business)	0.8	0.0	0.8	1.3	2.9	
	Stock (Recurring Revenue Business)	0.4	1.3	0.8	0.3	3.0	
Gross prof	it	1.2	1.3	1.6	1.6	6.0	
SG&A		0.8	0.9	0.8	1.1	3.7	
Operating	profit	0.4	0.4	0.7	0.5	2.2	
Ordinary p	rofit	0.3	0.1	0.3	0.1	0.9	
EBITDA		0.9	1.0	2.2	0.4	4.6	
Profit attri	butable to owners of parent	0.2	0.0	0.2	(0.0)	0.5	

*EBITDA = Ordinary profit + Interest expense + Commission paid + Depreciation + Amortization of goodwill + Other depreciation (EBITDA is exempt from audit or a quarterly review).

Consolidated PL: FY2022 (Actual)

(JPY bn) (rounded do	own to bn)	1Q	2Q	3Q	4Q	All year
	Flow (One Time Sales Business)	0.1	0.0	0.2	1.8	2.2
	Stock (Recurring Revenue Business)	3.0	4.8	4.4	3.1	15.5
Sales		3.1	4.8	4.6	4.9	17.7
	Flow (One Time Sales Business)	0.0	0.0	0.2	1.1	1.4
	Stock (Recurring Revenue Business)	0.3	2.1	1.6	0.2	4.4
Gross profi	t	0.4	2.1	1.8	1.3	5.8
SG&A		0.9	1.3	1.1	1.1	4.5
Operating	profit	(0.5)	0.8	0.6	0.2	1.2
Ordinary p	rofit	(0.8)	(0.2)	0.0	(0.3)	(1.3)
EBITDA		0.5	2.0	2.6	2.3	7.6
Profit attrik	outable to owners of parent	(0.6)	(0.6)	(0.0)	(0.2)	(1.5)

*EBITDA = Ordinary profit + Interest expense + Commission paid + Depreciation + Amortization of goodwill + Other depreciation (EBITDA is exempt from audit or a quarterly review)

Consolidated PL: FY2023 (Plan)



(JPY bn) (rounded de	own to bn)	1Q	2Q	3Q	4Q	All year
	Flow (One Time Sales Business)	_	1.1	9.0	0.0	10.2
	Stock (Recurring Revenue Business)	2.9	4.9	4.7	3.8	16.4
Sales		2.9	6.0	13.7	3.8	26.7
	Flow (One Time Sales Business)	_	1.1	1.2	0.0	2.3
	Stock (Recurring Revenue Business)	0.3	1.9	1.7	0.8	4.9
Gross profi	it	0.3	3.0	2.9	0.9	7.3
SG&A		0.9	0.9	1.0	1.0	4.0
Operating	profit	(0.6)	2.0	1.9	(0.0)	3.3
Ordinary p	rofit	(1.1)	1.8	1.2	(0.7)	1.2
EBITDA		1.2	4.4	4.0	1.8	11.7
Profit attri	butable to owners of parent	(0.6)	1.0	0.7	(0.4)	0.7

*EBITDA = Ordinary profit + Interest expense + Commission paid + Depreciation + Amortization of goodwill + Other depreciation (EBITDA is exempt from audit or a quarterly review.

Power Plants In Operation 1/5 (as of December 31, 2022)



No	Category	Location	Net capacity (MW)	Capacity (MW)	Unit Price (JPY/kWh)	Commercial Operation	RJ Share Ratio
1	Solar	Iwate	42.3	42.3	32	2022/5	100%
2	Solar	Niigata	22.9	44.9	36	2021/12	51%
3	Solar	Gifu	22.7	22.7	40	2021/4	100%
4	Solar	Hokkaido	22.0	22.0	40	2019/11	100%
5	Solar	Albacete, Spain	21.6	21.6	_**1	2021/7	100%
6	Solar	Iwate	15.0	15.0	36	2022/5	100%
7	Solar	Aomori	14.7	14.7	36	2021/9	100%
8	Solar	Iwate	10.7	10.7	36	2015/12	100%
9	Solar	Mie	10.4	10.4	36	2020/12	100%
10	Solar	Low-voltage bulk	8.2	20.5	18	2022/1	40%
11	Solar	Toledo, Spain	7.9	7.9	_**1	2020/6	100%
12	Hydro	Yamagata	5.7	6.0	_**1	1990/6	95%
13	Hydro	Yamagata	4.9	5.2	_**1	1954/9	95%
14	Solar	Chiba	3.7	3.7	32	2019/11	100%
15	Solar	Shizuoka	2.9	2.9	32	2017/4	100%
16	Solar	Miyagi	2.8	2.8	32	2018/2	100%
17	Solar	Mie	2.7	2.7	36	2014/2	100%
18	Solar	Fukuoka	2.7	2.7	36	2015/9	100%
19	Solar	Fukuoka	2.7	2.7	36	2015/9	100%
20	Solar	Iwate	2.5	2.5	32	2017/7	100%
21	Solar	Miyagi	2.4	2.4	36	2018/10	100%
22	Solar	Kumamoto	2.3	2.3	40	2016/2	100%
23	Solar	Chiba	2.3	2.3	40	2018/3	100%
24	Solar	Saitama	2.3	2.3	32	2017/9	100%

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

*1 Non-FIT Contract

Power Plants In Operation 2/5 (as of December 31, 2022)



No	Category	Location	Net capacity (MW)	Capacity (MW)	Unit Price (JPY/kWh)	Commercial Operation	RJ Share Ratio
25	Solar	Miyazaki	2.3	2.3	40	2015/3	100%
26	Solar	Iwate	2.2	2.2	36	2016/10	100%
27	Solar	Iwate	2.2	2.2	40	2016/8	100%
28	Solar	Нуодо	2.2	2.2	40	2018/11	100%
29	Solar	Kyoto	2.1	2.1	40	2014/11	100%
30	Solar	Nationwide	2.1	2.1	_**1	2022/10	100%
31	Solar	Hokkaido	2.1	2.1	40	2015/4	100%
32	Solar	Mie	2.1	2.1	32	2016/12	100%
33	Solar	Iwate	2.1	2.1	40	2015/3	100%
34	Solar	Kagoshima	2.1	2.1	36	2015/1	100%
35	Solar	Hokkaido	2.0	2.0	36	2020/3	100%
36	Solar	Iwate	2.0	2.0	40	2018/7	100%
37	Solar	Mie	2.0	2.0	32	2016/3	100%
38	Solar	Miyagi	2.0	2.0	32	2017/12	100%
39	Solar	Hokkaido	2.0	2.0	36	2018/2	100%
40	Solar	Kochi	2.0	2.0	40	2014/2	100%
41	Solar	Mie	1.9	16.5	32	2018/12	12%
42	Solar	Hokkaido	1.9	1.9	36	2017/3	100%
43	Solar	Shizuoka	1.8	1.8	40	2018/10	100%
44	Solar	Mie	1.8	13.2	27	2019/12	14%
45	Solar	Chiba	1.8	1.8	40	2016/11	100%
46	Solar	Saitama	1.8	1.8	18	2021/9	100%
47	Solar	Kyoto	1.8	1.8	40	2014/11	100%
48	Solar	Gunma	1.8	1.8	36	2018/10	100%

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

*1 Non-FIT Contract

Power Plants In Operation 3/5 (as of December 31, 2022)



No	Category	Location	Net capacity (MW)	Capacity (MW)	Unit Price (JPY/kWh)	Commercial Operation	RJ Share Ratio
49	Solar	Oita	1.7	1.7	40	2015/6	100%
50	Solar	Okayama	1.6	1.6	40	2013/11	100%
51	Solar	Mie	1.6	1.6	40	2014/8	100%
52	Solar	Fukui	1.6	1.6	32	2018/6	100%
53	Solar	lwate	1.6	2.6	36	2018/6	62%
54	Solar	lwate	1.6	2.6	36	2018/10	62%
55	Solar	Saga	1.6	1.6	32	2015/5	100%
56	Solar	Hiroshima	1.5	1.5	40	2013/12	100%
57	Solar	Kagoshima	1.5	1.5	40	2016/3	100%
58	Solar	Kagoshima	1.4	1.4	40	2014/5	100%
59	Solar	Oita	1.4	1.4	40	2015/6	100%
60	Solar	Okayama	1.4	1.4	12.88 ^{%2}	2021/5	100%
61	Solar	Hokkaido	1.3	1.3	32	2017/6	100%
62	Solar	Shizuoka	1.3	11.3	36	2017/9	12%
63	Solar	Gunma	1.3	1.3	36	2018/10	100%
64	Solar	Ibaraki	1.3	1.3	40	2013/9	100%
65	Solar	Nagano	1.3	1.3	32	2019/10	100%
66	Solar	Mie	1.2	1.2	36	2016/12	100%
67	Solar	Chiba	1.2	1.2	21	2019/3	100%
68	Solar	Mie	1.2	1.2	36	2015/4	100%
69	Solar	Hokkaido	1.2	1.2	36	2018/2	100%
70	Solar	Fukushima	1.2	1.2	36	2017/9	100%
71	Solar	Kanagawa	1.2	1.2	32	2019/12	100%
72	Solar	Mie	1.2	1.2	36	2014/9	100%

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

Power Plants In Operation 4/5 (as of December 31, 2022)



No	Category	Location	Net capacity	Capacity	Unit Price	Commercial Operation	RJ Share Ratio
			(MW)	(MW)	(JPY/kWh)		
73	Solar	Hokkaido	1.2	1.2	40	2015/6	100%
74	Solar	Ibaraki	1.2	1.2	32	2017/3	100%
75	Solar	Hokkaido	1.1	1.1	36	2015/8	100%
76	Solar	Mie	1.1	1.1	32	2017/6	100%
77	Solar	Fukuoka	1.1	1.1	40	2014/3	100%
78	Solar	Hiroshima	1.1	1.1	18	2021/12	100%
79	Solar	Ibaraki	1.1	1.1	36	2015/9	100%
80	Solar	Hokkaido	1.1	1.1	40	2015/3	100%
81	Solar	Mie	1.1	1.1	32	2018/12	100%
82	Solar	Hokkaido	1.1	1.1	40	2015/9	100%
83	Solar	Kagoshima	1.1	1.1	40	2015/6	100%
84	Solar	Fukuoka	1.0	1.0	40	2014/3	100%
85	Solar	Saitama	1.0	1.0	18	2021/8	100%
86	Solar	Chiba	1.0	1.0	40	2015/3	100%
87	Solar	Miyagi	1.0	1.0	36	2015/12	100%
88	Solar	Iwate	1.0	1.0	32	2018/6	100%
89	Solar	Kagoshima	1.0	1.0	40	2013/12	100%
90	Solar	Mie	0.9	0.9	32	2016/12	100%
91	Solar	Miyagi	0.9	7.5	32	2020/2	12%
92	Solar	Miyagi	0.8	0.8	29	2017/12	100%
93	Solar	Saitama	0.7	0.7	18	2020/8	100%
94	Solar	Miyagi	0.7	0.7	32	2017/12	100%
95	Solar	Mie	0.6	0.6	36	2017/11	100%
96	Solar	Mie	0.6	0.6	36	2016/6	100%

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

Power Plants In Operation 5/5 (as of December 31, 2022)



No	Category	Location	Net capacity	Capacity	Unit Price	Commercial Operation	RJ Share Ratio
			(MW)	(MW)	(JPY/kWh)		
97	Solar	Miyagi	0.6	31.7	32	2020/10	2%
98	Solar	Mie	0.6	0.6	36	2015/10	100%
99	Solar	Mie	0.6	0.6	36	2015/7	100%
100	Solar	Saga	0.5	0.5	32	2015/4	100%
101	Solar	Hokkaido	0.5	0.5	36	2018/2	100%
102	Solar	Hokkaido	0.5	0.5	36	2015/9	100%
103	Solar	Chiba	0.5	0.5	32	2016/5	100%
104	Solar	Kagoshima	0.5	25.7	36	2020/7	2%
105	Solar	Fukushima	0.5	25.1	36	2021/6	2%
106	Solar	Ibaraki	0.4	0.4	36	2017/3	100%
107	Solar	Ibaraki	0.4	0.4	36	2017/3	100%
108	Solar	Ibaraki	0.4	0.4	36	2017/3	100%
109	Solar	Ibaraki	0.4	0.4	36	2017/3	100%
110	Solar	Kyoto	0.4	14.5	32	2019/11	3%
111	Solar	Miyagi	0.4	21.1	32	2020/10	2%
112	Solar	Hokkaido	0.3	0.3	55	2018/11	100%
113	Solar	Aichi	0.3	0.3	36	2017/3	100%
114	Solar	Aichi	0.3	0.3	36	2017/3	100%
115	Solar	Aichi	0.3	0.3	36	2017/3	100%
116	Solar	Aichi	0.3	0.3	36	2017/3	100%
117	Solar	Nationwide	0.1	0.1	_*1	2022/12	100%
		Total	357.5	552.8			

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

*1 Non-FIT Contract

Power Plants under Development (as of December 31, 2022)



No	Category	Location	Net capacity	Capacity	Unit Price	Commercial Operation	RJ Share Ratio
			(MW)	(MW)	(JPY/kWh)		
1	Solar	Chiba	1.1	1.1	32	2023/2	100%
2	Solar	Tochigi	1.2	1.2	40	2023/5	100%
3	Solar	Chiba	1.7	1.7	36	2023/8	100%
4	Solar	Нуодо	2.8	2.8	11.88	2023/12	100%
5	Solar	Нуодо	2.6	2.6	11.88	2023/12	100%
6	Solar	Miyazaki	15.0	15.0	36	2025/6	100%
7	Solar	Fukushima	25.2	25.2	24	2025/7	100%
8	Wind	Mie	25.2	25.2	22	2026/2	100%
		Total	75.1	75.1			

[Other projects under development]

In addition to the projects listed in the table above, there are other projects under development that have received project approval and are in process of receiving other permits and approvals (18.9MW solar power plant (DC (panel) capacity) and 139.5MW onshore wind power plant).

* Capacity and net capacity regarding solar are DC (panel) capacity. Figure is rounded down to the second decimal place.

* Net capacity=capacity X RJ share ratio.

* The capacity of the projects under development may be changed in the future. In addition, there is a possibility that the development itself will be cancelled for some reason.

* Commercial operation(plan) is a target schedule, and there is no guarantee that the projects will progress as planned. The actual commercial operation may be delayed or may not be realized due to various factors.

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