



Renewable Japan Co., Ltd. (TSE Growth: 9522)

Financial Highlights

For the Financial Year Ended December 31st, 2023





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Results of FY2023 and Plan for FY2024



Consolidated PL: Summary

Unit: Millions of JPY (Rounded down to the first unit)	FY2022 Results①	FY2023 Results②	Difference with FY2022 ①/②	FY2024 Plan③	Difference with FY2023 ③/②
Sales	17,710	33,604	+ 89.7%	20,540	(38.9%)
Gross Profit	5,820	7,986	+ 37.1%	9,980	+ 25.1%
SG&A	4,530	4,394	(3.1%)	4,880	+ 11.2%
Operating profit	1,280	3,591	+ 180.5%	5,100	+ 42.1%
Ordinary Profit	(1,360)	2,028	+ 248.5%	2,520	+ 24.8%
EBITDA	7,610	12,843	+ 68.7%	12,610	(1.7%)
Profit attributable to owners of parent	(1,520)	1,088	+ 171.1%	1,500	+ 38.9%

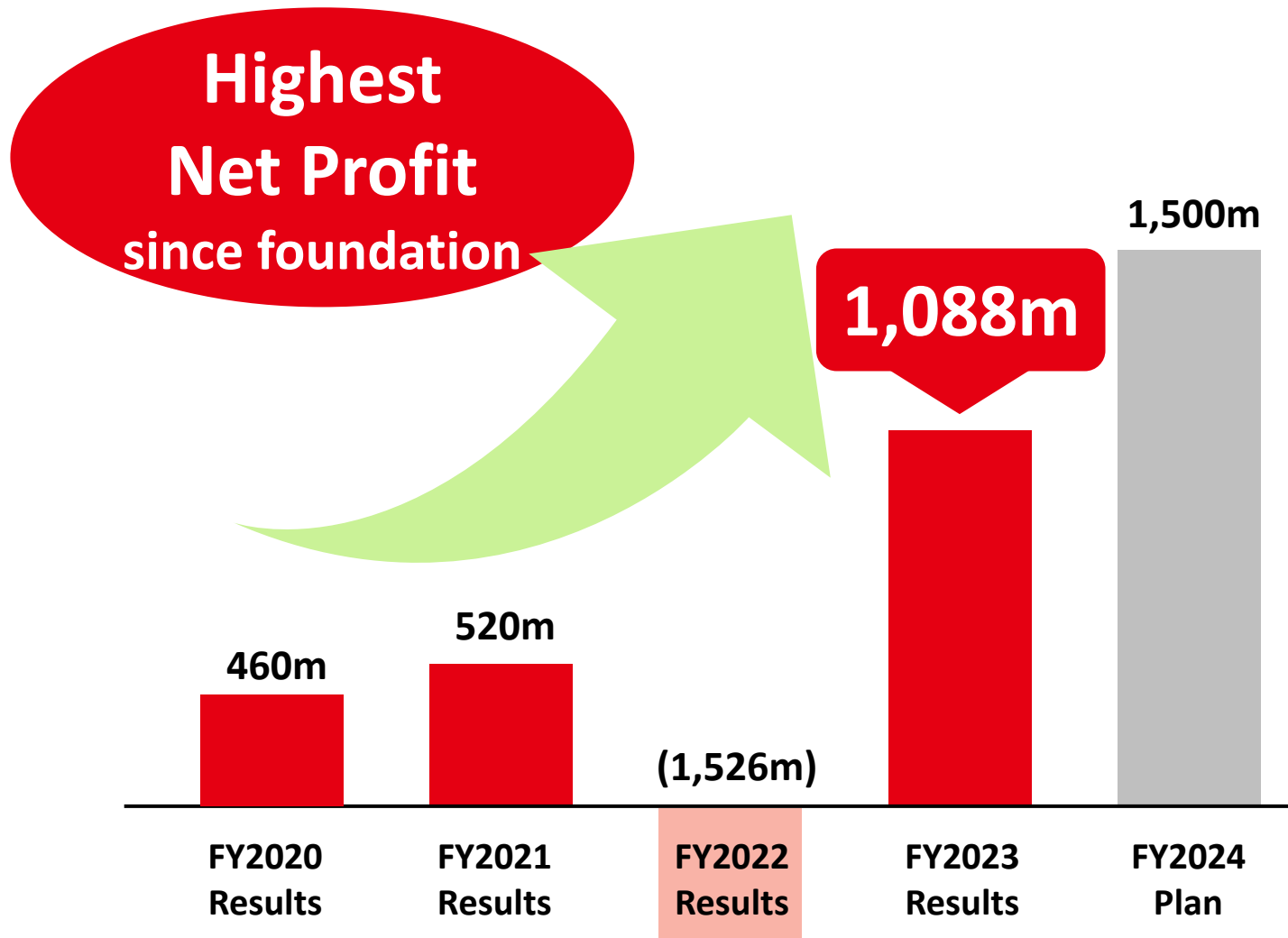


Consolidated PL: By Segment

Unit: Millions of JPY Rounded down to the first unit		FY2022 Results	FY2023 Results	Difference with FY2022		FY2024 Plan	Difference with FY2023
Flow	Sales	2,200	17,138	+678.6%		5,260	(69.3%)
	Gross Profit	1,410	3,085	+118.4%		5,200	+68.8%
	Domestic Sale of Electricity, etc.	Sales	14,010	14,125	+0.7%	12,010	(14.9%)
		Gross Profit	3,580	3,361	(6.1%)	2,510	(25.3%)
	Overseas Sale of Electricity, etc.	Sales	80	507	+525.0%	1,070	+114.0%
		Gross Profit	40	249	+500.0%	720	+200.0%
	O&M Business (Non-consolidated)	Sales	1,980	2,337	+17.7%	2,950	+26.6%
		Gross Profit	1,340	1,794	+33.6%	2,300	+28.5%
	Intercompany Elimination	Sales	(570)	(500)	+12.3%	(760)	(51.5%)
		Gross Profit	(570)	(500)	+10.7%	(760)	(51.5%)
Stock	Sales	15,510	16,465	+6.1%		15,280	(7.2%)
	Gross Profit	4,410	4,900	+11.1%		4,780	(2.4%)
Total	Sales	17,710	33,604	+89.7%		20,540	(38.9%)
	Gross Profit	5,820	7,986	+37.1%		9,980	+ 25.1%

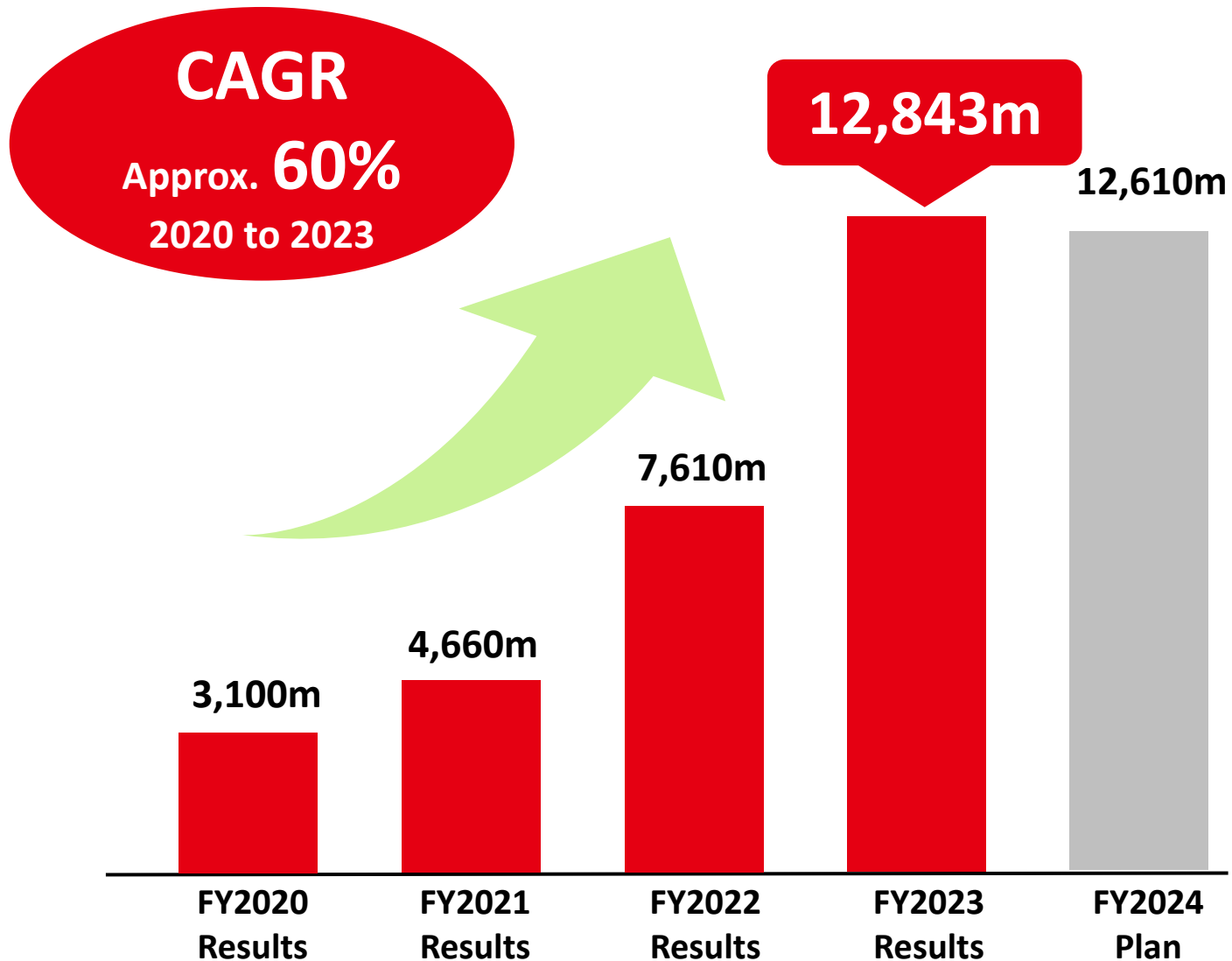


Net Profit





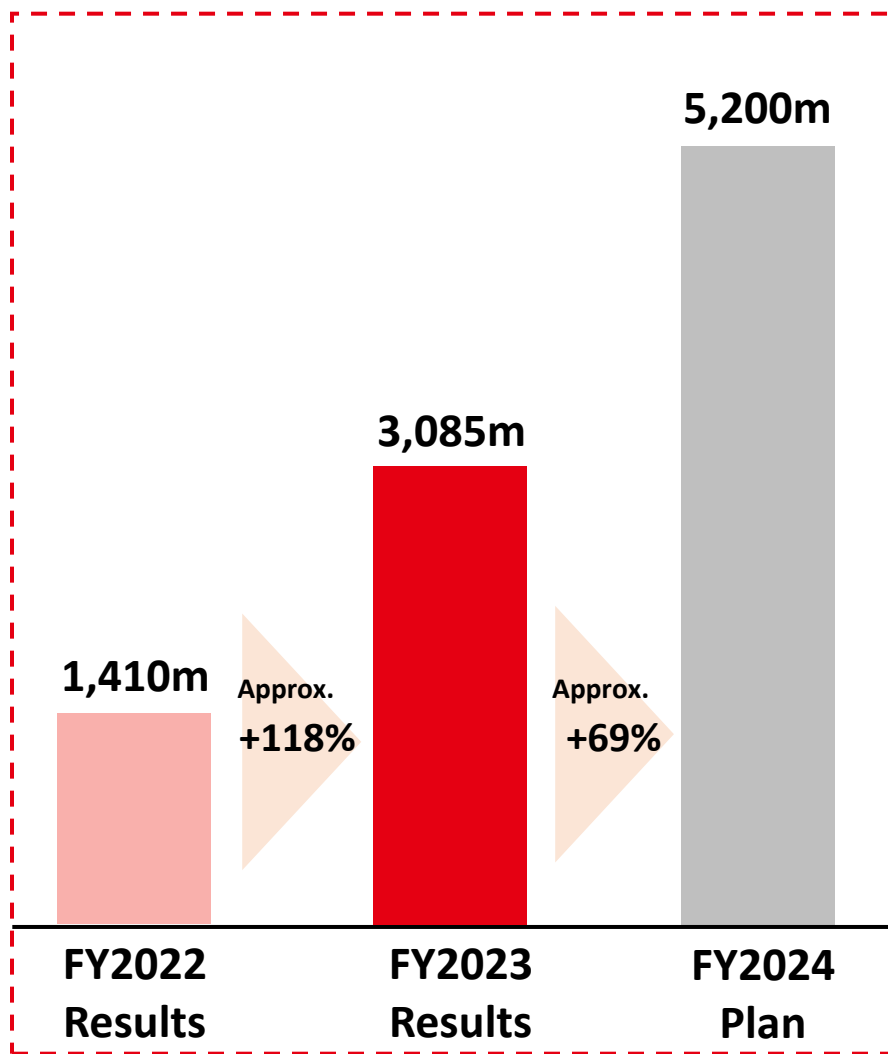
EBITDA



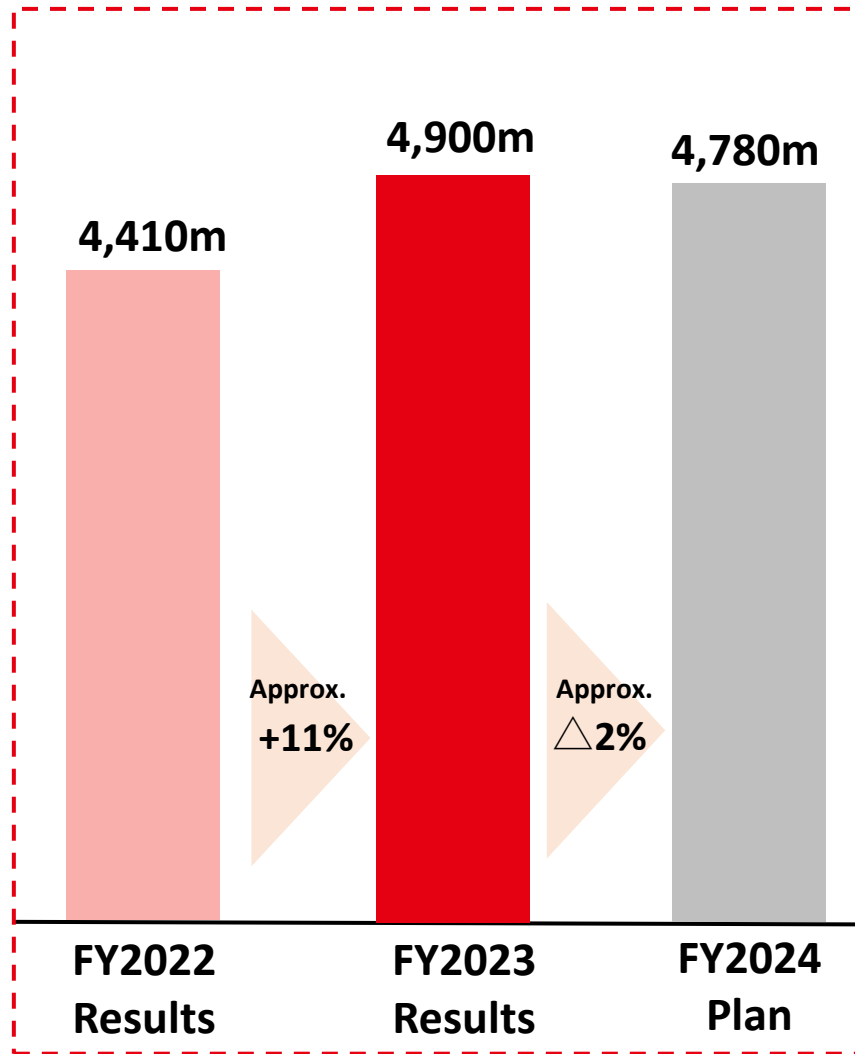


Gross Profit

① Flow Business

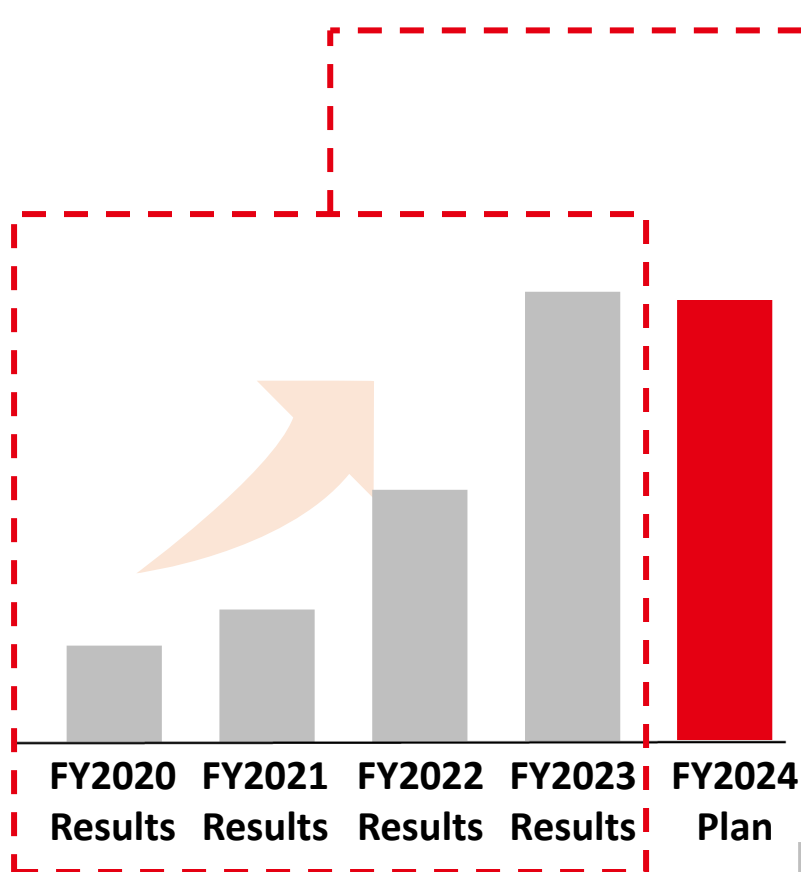


② Stock Business





EBITDA Plan for FY2024 I



Reasons for growth

We focused on Stock Business until FY2023



Lead to **increase the number** of power plants



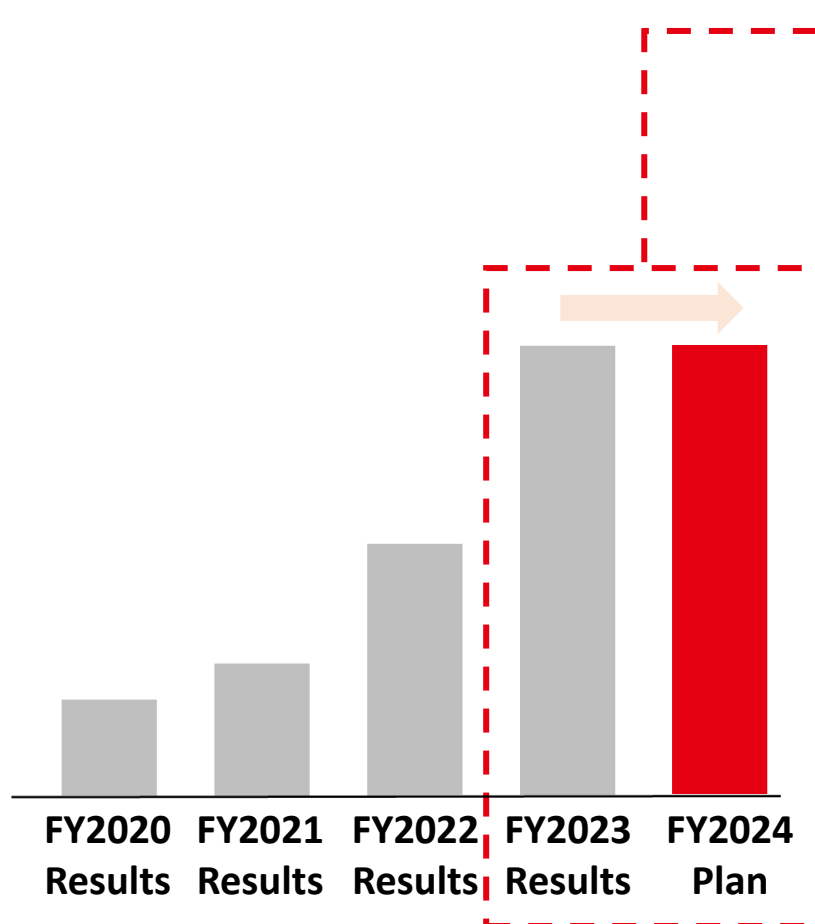
Higher total assets allow for **higher EBITDA**

FY2021 Results	FY2022* Results	FY2023 Results	FY2024 Plan
154.8MW	325.6MW	298.4MW	288.7MW

*During FY2022, capacity increased significantly due to TOB with an infrastructure fund



EBITDA Plan for FY2024 II

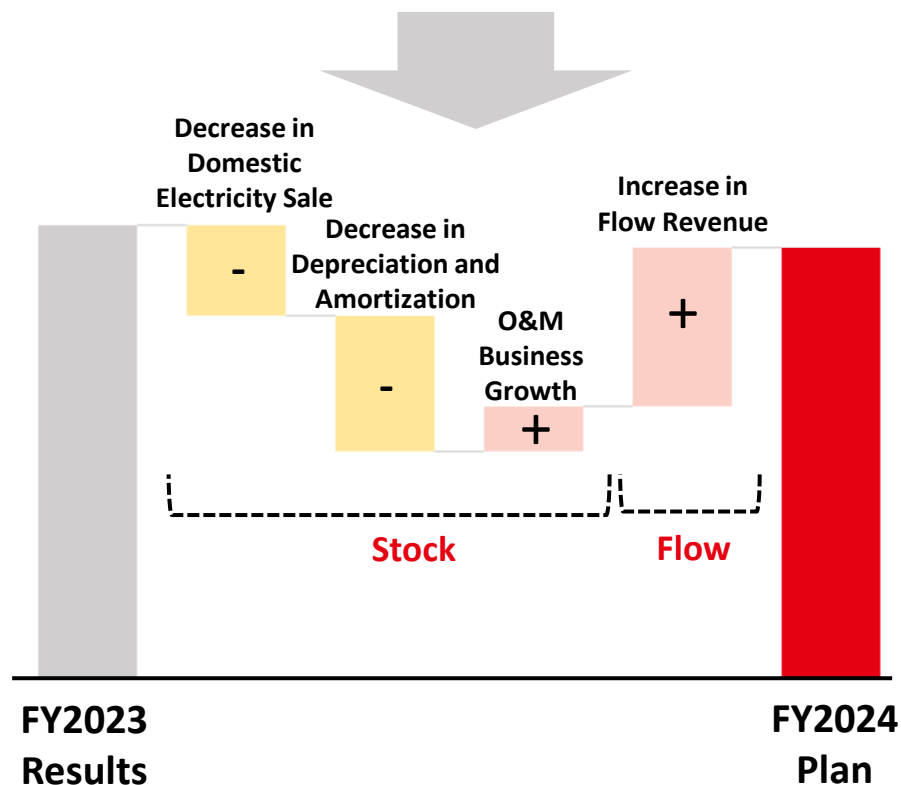


EBITDA : Ordinary Profit + Interest Expenses
+ Payment Fees + Depreciation and Amortization
+ Other Depreciation

Reason why the FY2024 Plan is lower than FY2023

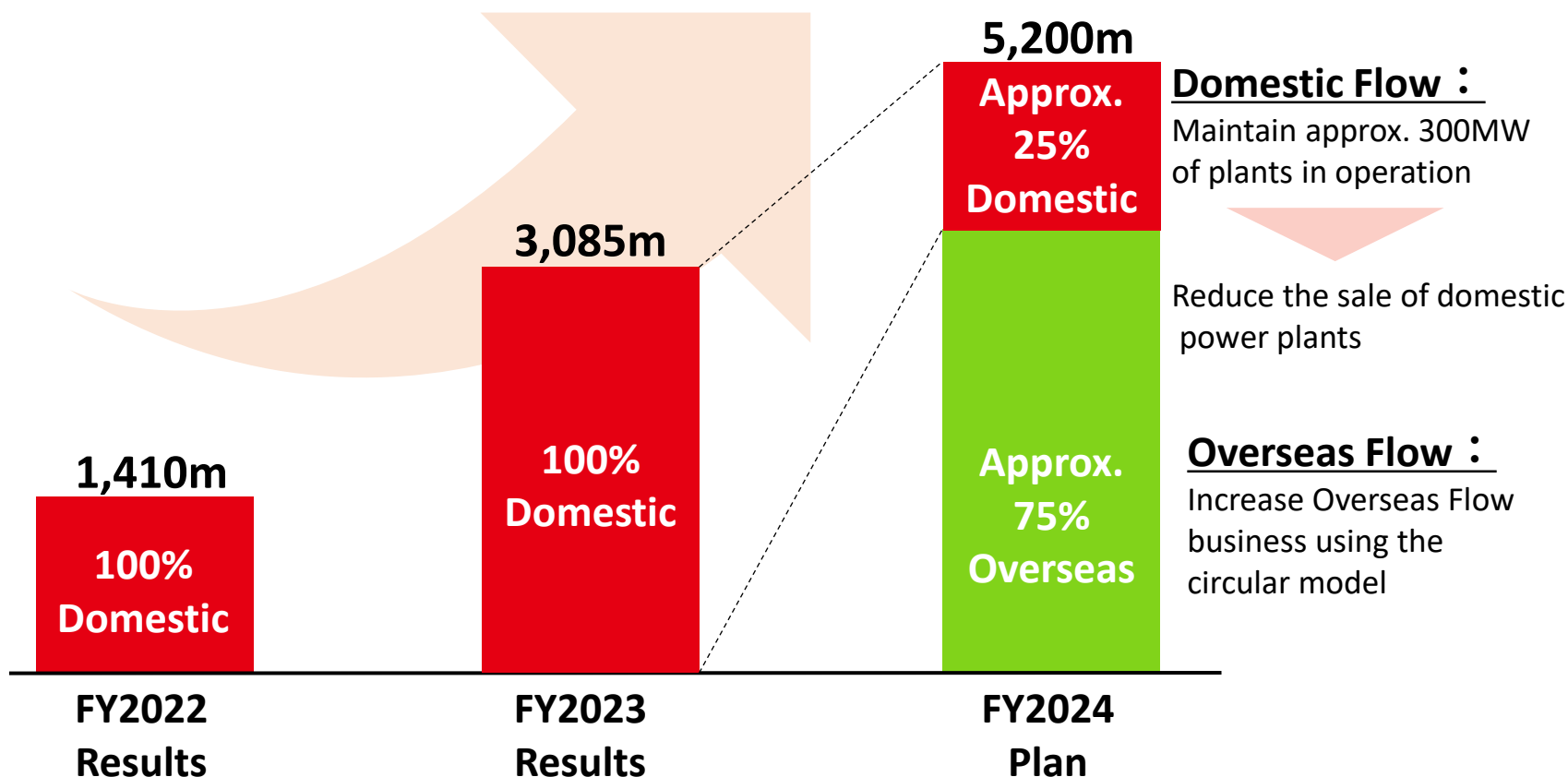
Control of the BS

Sale of Power Plants during FY2023 lead to lower Depreciation and Amortization figures
Also affected revenue from sale of electricity



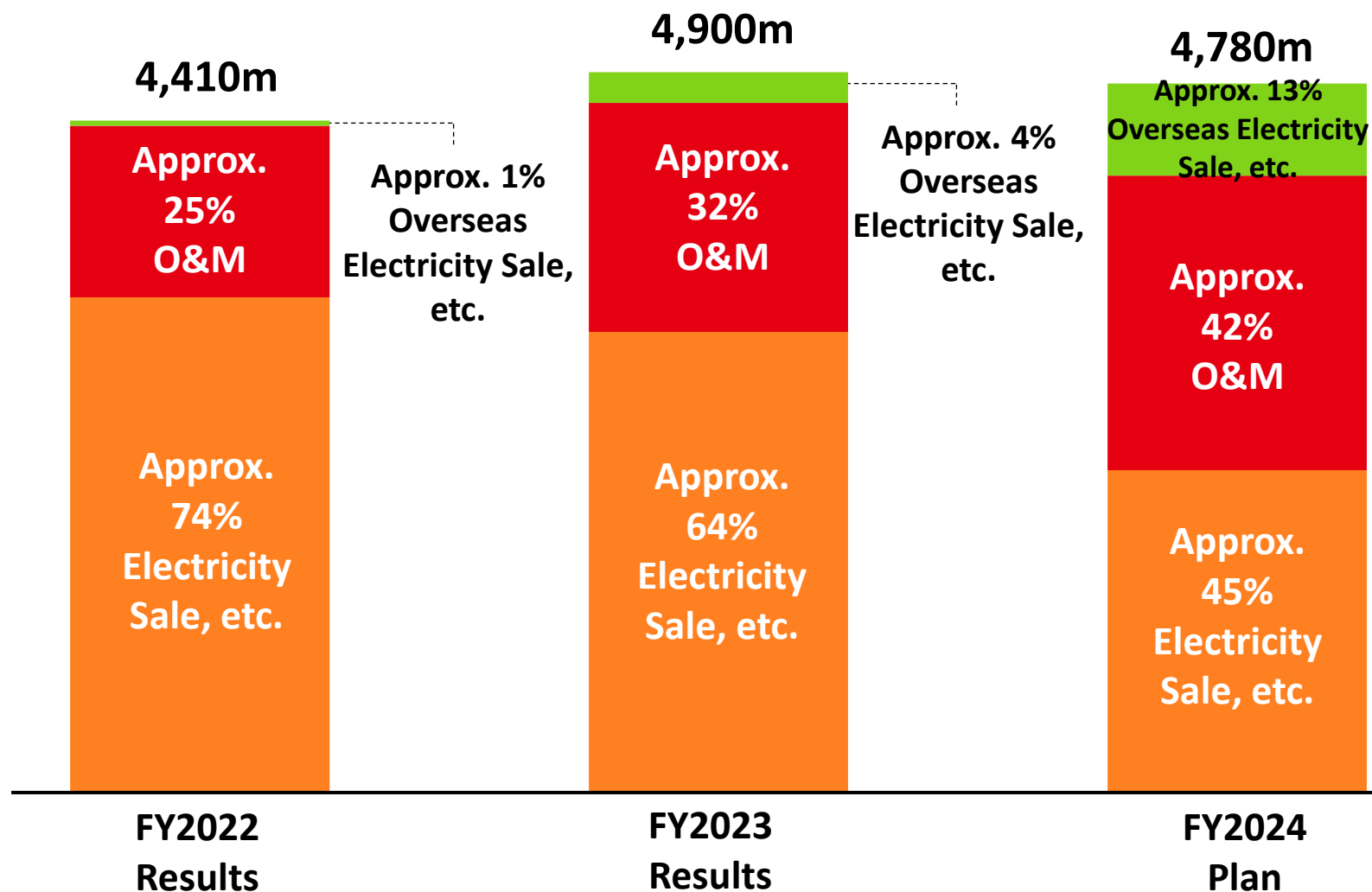


Gross Profit Change ① Flow Business





Gross Profit Change ② Stock Business





Overseas Electricity Sale

Increase capacity of plants overseas

O&M

**Increase contract volume for a
stable stock income**

Domestic Electricity Sale

Sale of Power Plants during FY2023⇒decrease in electricity sale

Capacity of Operational Power Plants (FIT)

FY2023: 298.4MW ⇒ FY2024: 288.7MW



Five Revenue Sources for Stock Business

Contract Volume (O & M)

※Verification, patrolling, reporting, etc. of power plants.

FY2023 Results

FY2024 Plan

Capacity of O&M Business (RJ + Third Parties)

1,921.0MW



2,300.0MW

Domestic Solar Power Plants (FIT)

Operational Power Plants Owned by RJ (Net Capacity)

298.4MW



288.7MW

Plants Owned Overseas

Operational Power Plants Owned by RJ (Net Capacity)

49.1MW



119.5MW

Domestic Wind and Hydro Power Plants

Operational Hydro Power Plants Owned by RJ (Net Capacity)

10.6MW



10.6MW

Domestic Solar Power Plants (Non-FIT)

Operational Power Plants Owned by RJ (Net Capacity)

8.8MW



65.0MW

2

Major Events of FY2023



Major Events of FY2023





① O&M Technician Formation “RJ Academy”

Feb. 2023 Opening Ceremony of RJ Academy

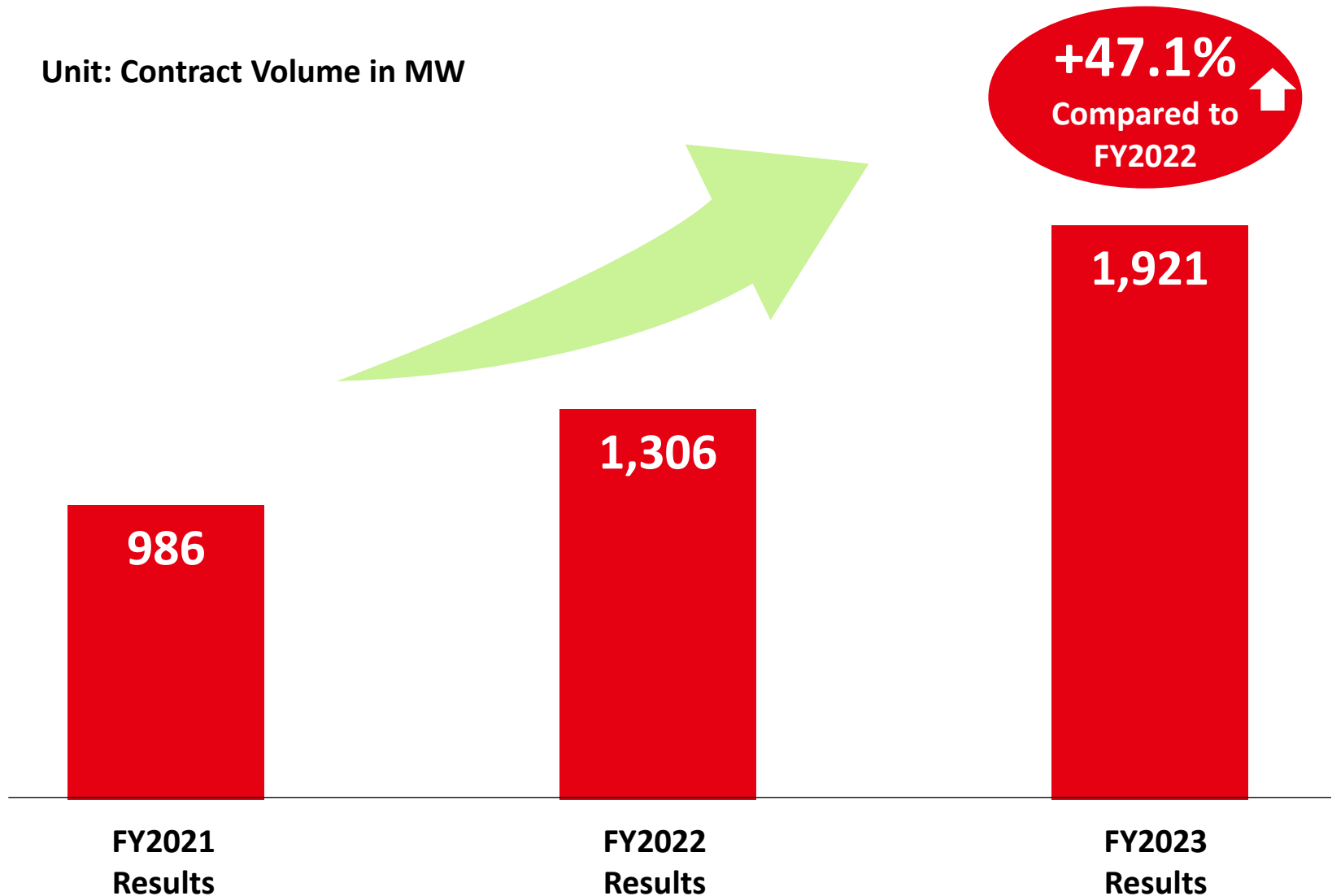


By way of RJ Academy, we contribute to the expansion of renewable energy in Japan and tackle the issue of lack of qualified technicians



② O&M Progress during FY2023

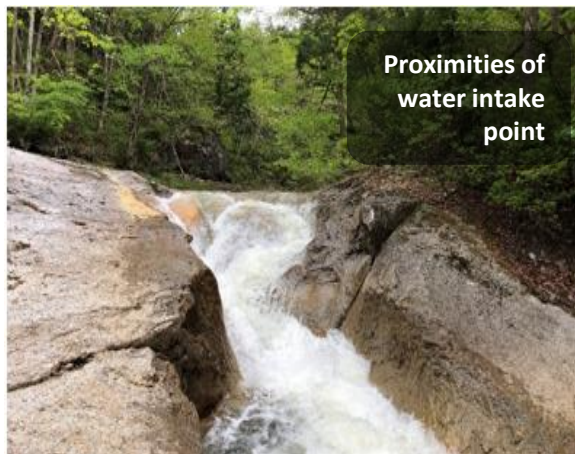
Unit: Contract Volume in MW



③ Start of construction of Matsukawa Hydro Power Plant

RJ's first Hydro Power Plant developed 100% in house

RJ's Operational
Hydro Power Plant



Akashiba Hydro Power Plant

Location	Yamagata Prefecture, Oguni Town
Capacity	11.2MW
Electricity Generation	Dam-type hydro power plant
Start of Commercial Operations	September 1954 (Akashiba I) June 1990 (Akashiba II)
RJ's Share	95%



Power Plant Name	Matsukawa Hydroelectric Power Plant
Capacity	0.9MW
River Name	Matsukawa River
Electricity Generation	Flow-in type
Sale Price (kWh)	29円
Start of Commercial Operations	July 2025



④ Agreement with Tokyu Land Corporation

**Joint Agreement for expanding renewable energy
Business in Southern Europe**



Renewable Japan



***TOKYU LAND
CORPORATION***



**Develop and own
in 3 years**

1GW
Of capacity

⑤/⑥ Power Plants in Spain



Acquired in Dec. 2022

Torrijos Solar Power Plant

Location	Toledo Province
Net Capacity	7.9MW
Commercial Operation	Jun. 2020
RJ Ownership	100%

Acquired in Sep. 2022

Socovos Solar Power Plant

Location	Albacete Province
Net Capacity	21.6MW
Commercial Operation	Jul. 2021
RJ Ownership	100%

⑤ Acquired in Sep. 2023

Manzanares Solar Power Plant

Location	Ciudad Real Province
Net Capacity	13.9
Commercial Operation	Jun. 2023
RJ Ownership	35%



⑥ Acquired in Aug. 2023

Kinanos Solar Power Plant

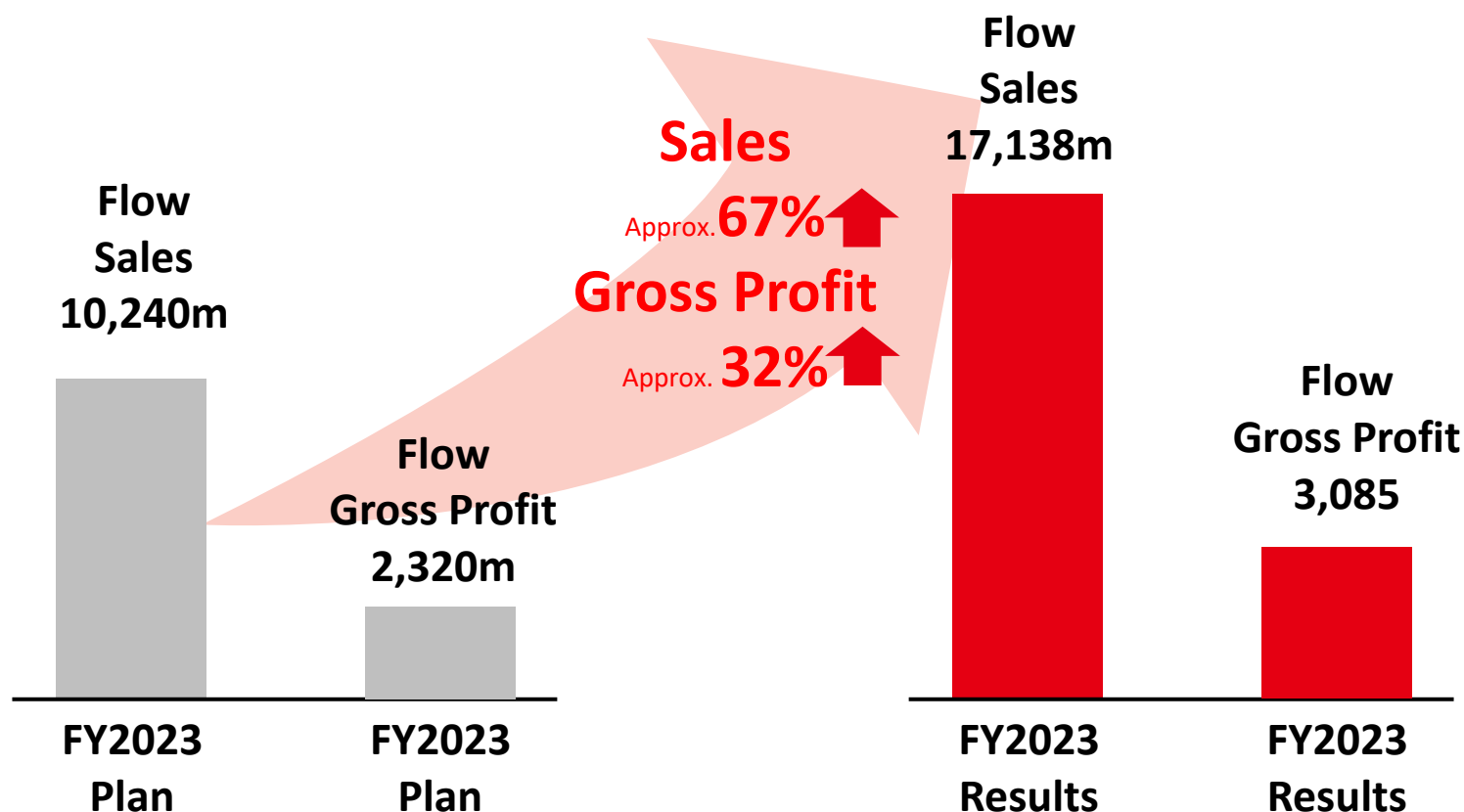
Location	Murcia Province
Net Capacity	5.4MW
Commercial Operation	Feb. 2022
RJ Ownership	100%





⑦ Flow Business greatly surpasses plans

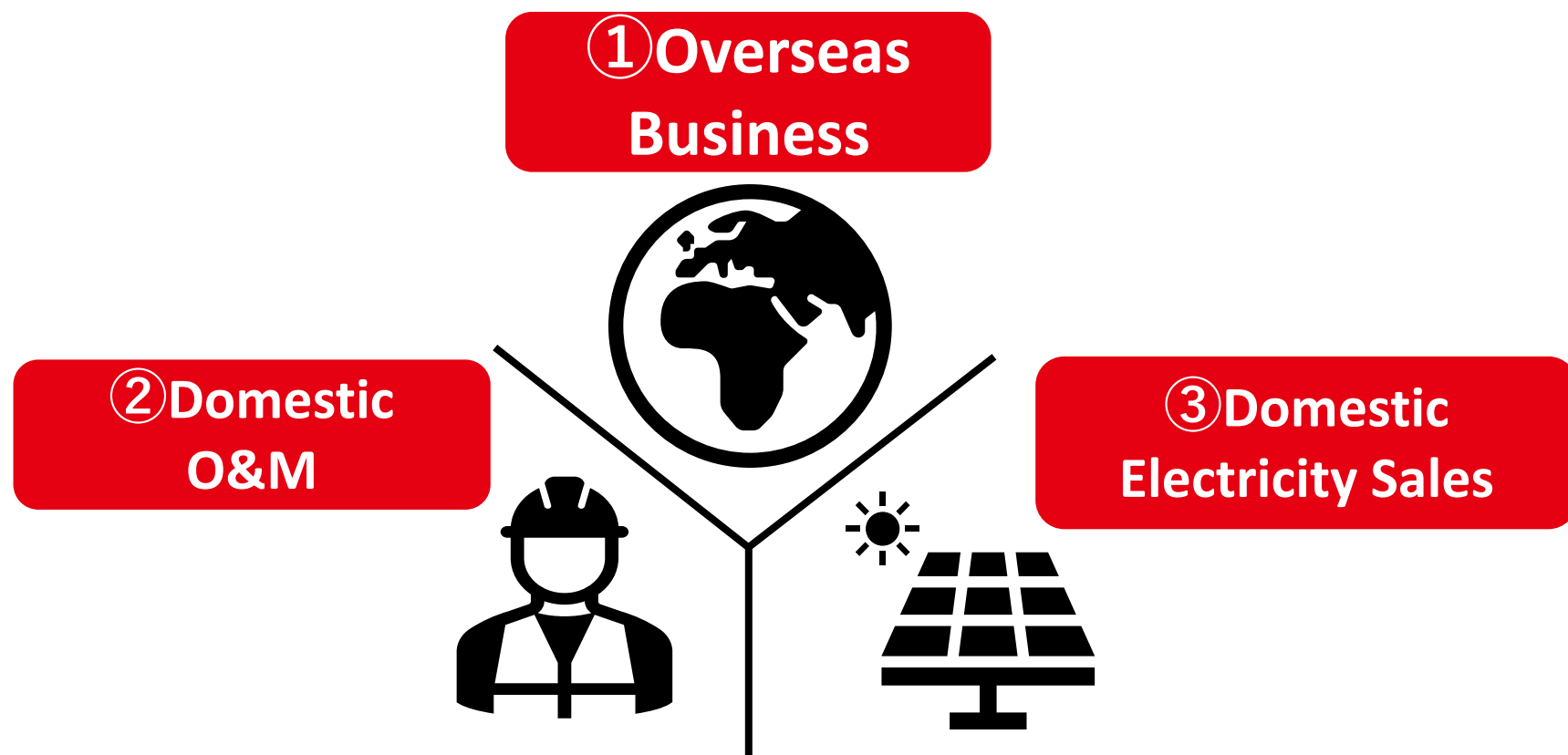
Completed Sale of Power Plants in the 4Q



3

Mid-Term Management Plan

“3 Business Pillars” of the Mid-Term Management Plan



Promotion of Human Capital Management

Improving personnel system, health management,
securing and nurturing human capital



① Overseas Business

Flow

**Develop and
acquire**

1 GW

Of capacity

Until 2026

Stock

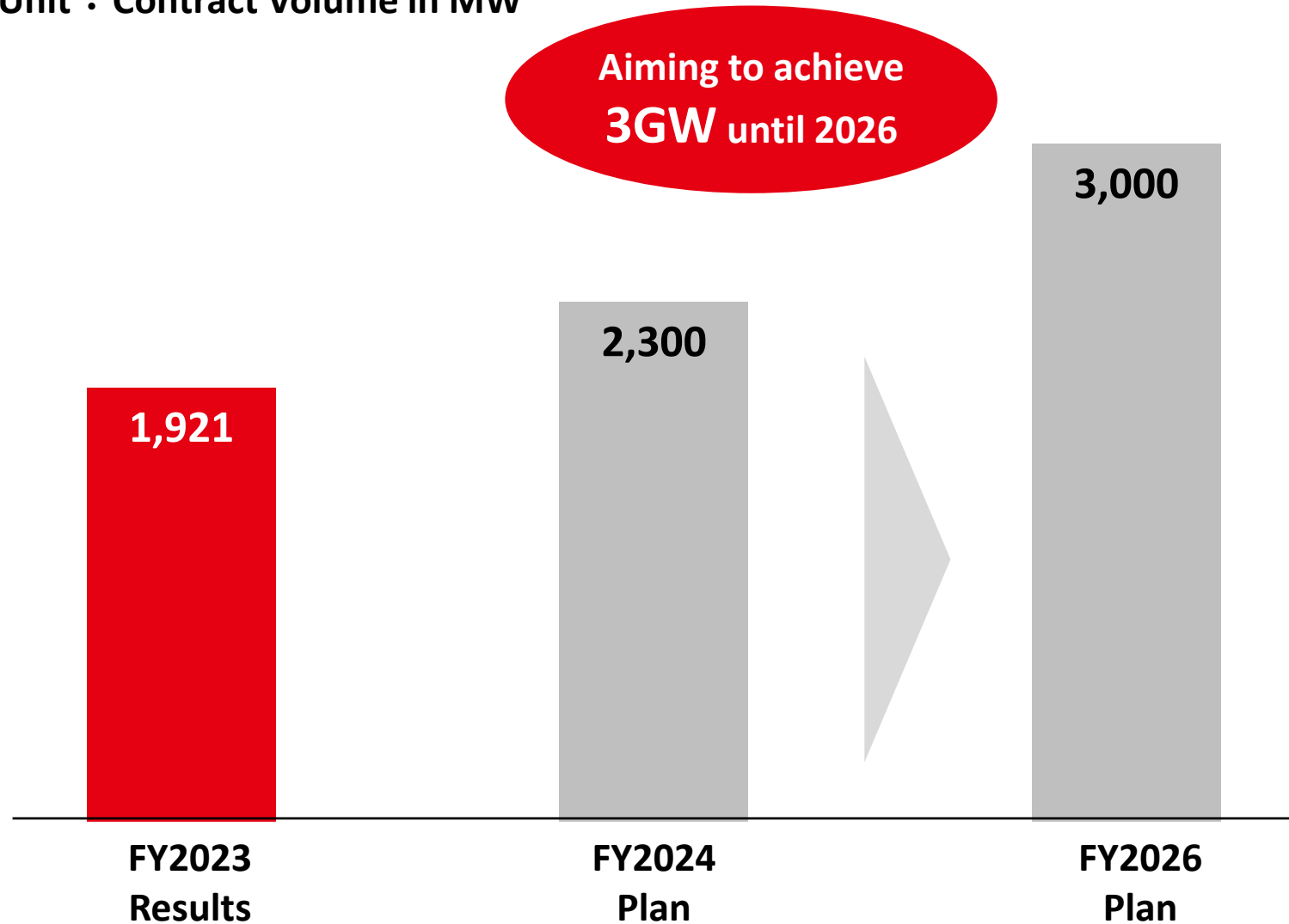
**Increase overseas
operational plants**

**Aim to surpass
200MW until 2026**
Of capacity



② Domestic O & M

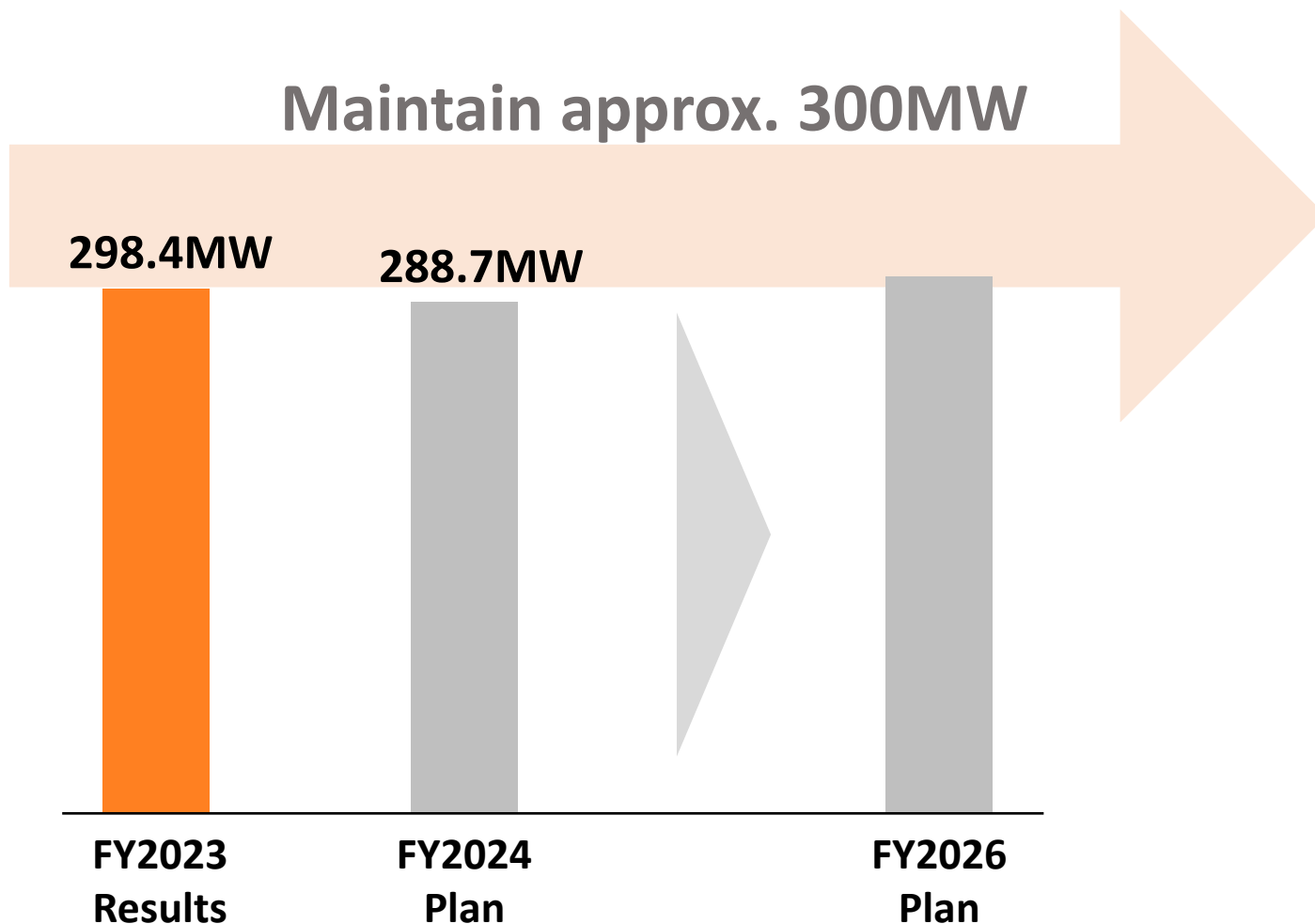
Unit : Contract Volume in MW





③ Solar Power Plants in Operation (FIT)

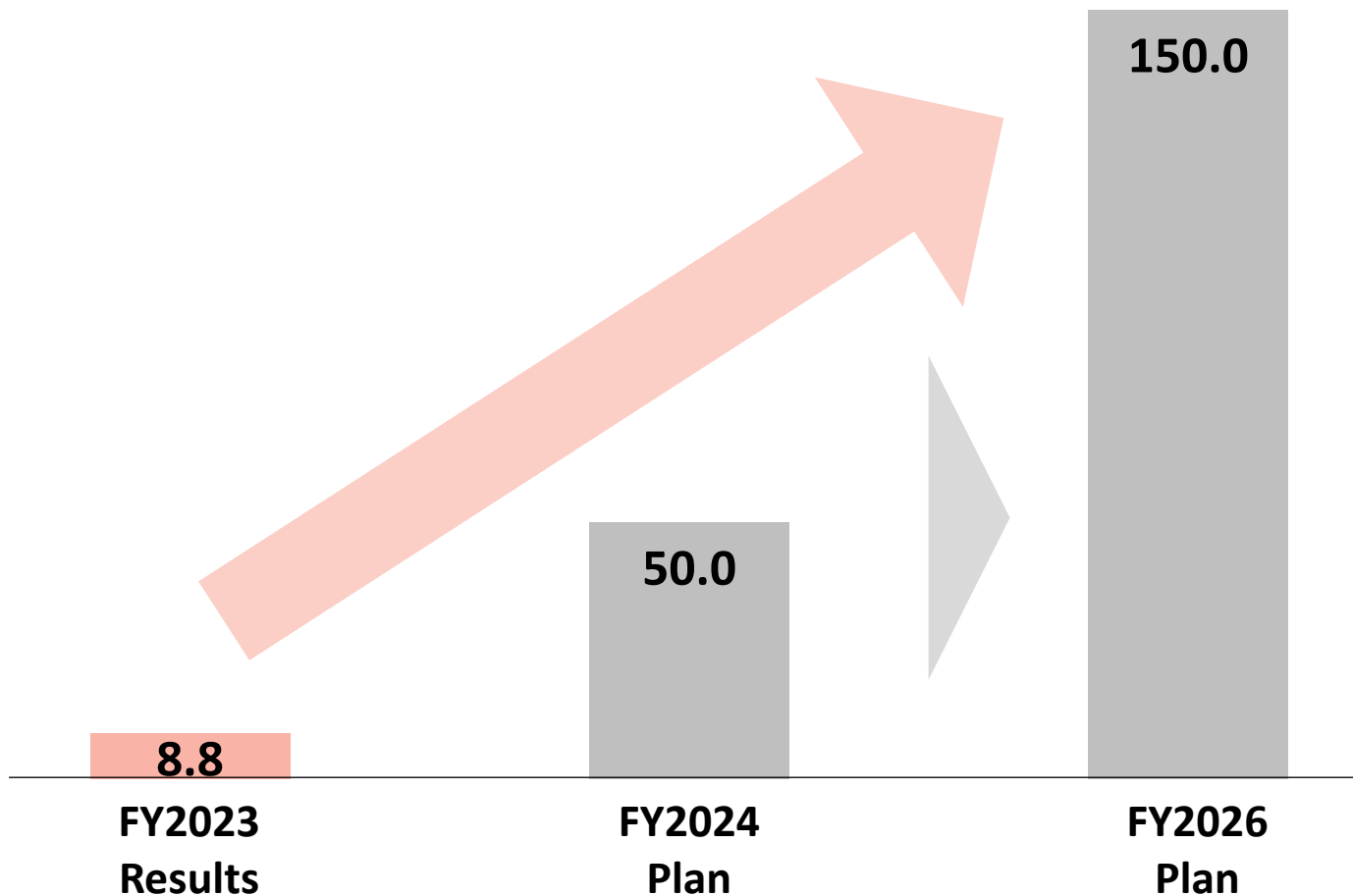
Net capacity of plants in operation in MW





③ Solar Power Plants in Operation Non-FIT

Net capacity of plants in operation in MW





Mid-Term Management Plan



Net Profit
FY2026: 2.5b
FY2024: 1.5b

KPIs



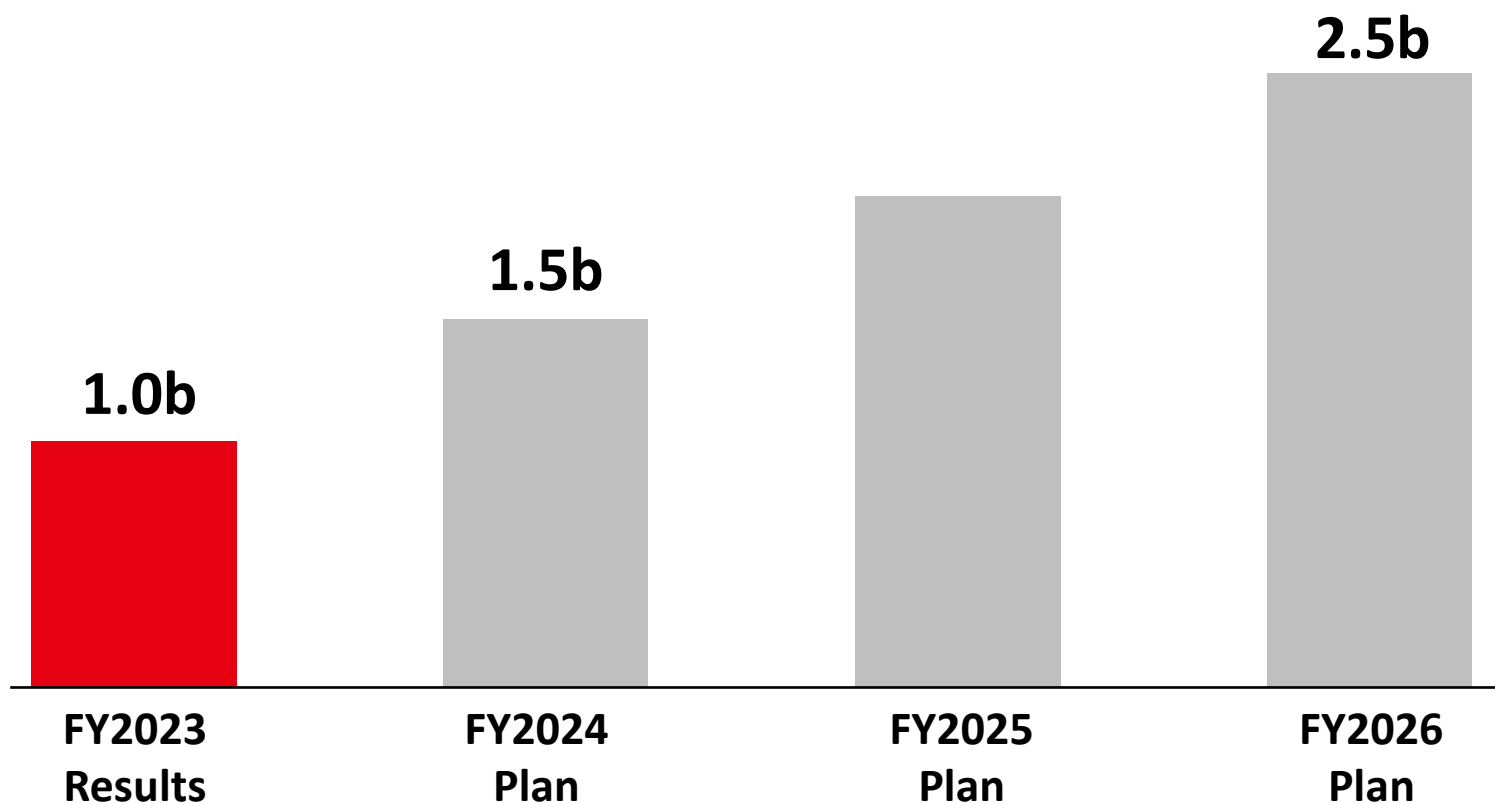
EBITDA
FY2026: 15.0b
FY2024: 12.6b

Total Assets
Control at 170b
Until 2026



Net Profit Mid-term Management Plan

Aim to achieve 30% of CAGR by FY2026







Consolidated Mid-Term Management Plan: Summary

Unit: Millions of JPY (Rounded down to the first unit)	FY2023 Results	FY2024 Plan		FY2026 Plan	Growth Rate against FY2024 Plan (approximate)
Sales	33,604	20,540		25,000	+20%
Gross Profit	7,986	9,980		13,000	+30%
Operating Profit	3,591	5,100		7,500	+45%
Ordinary profit	2,028	2,520		3,500	+35%
EBITDA [※]	12,843	12,610		15,000	+15%
Profit attributable to owners of parent	1,088	1,500		2,500	+65%

EBITDA : Ordinary Profit + Interest Expenses + Payment Fees + Depreciation and Amortization + Other Depreciation



Consolidated: BS

Unit: Billions of JPY (Rounded down to the first unit)	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Results
Cash and Cash Equivalents	14.4	13.4			
Inventory ※1	18.0	32.3			
Fixed Assets※ 2	117.6	100.5			
Other Assets	16.5	12.8			
Total Assets	166.7	159.1			170.0
Interest-bearing Liabilities (Recourse)	58.4	60.5			
Interest-bearing Liabilities (Non-recourse)	79.3	70.4			
Other Liabilities	16.3	13.9			
Total liabilities	154.1	144.9			
Total Equity	12.6	14.1			
Total Liabilities and Equity	166.7	159.1			170.0
Equity-to-assets Ratio ※ 3	5.6%	6.7%			10.0%
Equity-to-Assets Ratio excluding Non-recourse ※ 4	11.1%	12.1%			Our Target

*1 Inventory: Includes Trading securities, Power plants held for sale, Power plants under construction for sale, Costs incurred for sales of completed projects.

*2 Investments and other assets: Excludes the items mentioned in *1

*3 Equity Ratio: Calculated as Equity divided by Total Assets.

*4 Equity Ratio excluding Non-recourse: Calculated as (Equity - Non-controlling interests - Interest-bearing liabilities (Non-recourse)) divided by (Total Assets - Non-controlling interests - Interest-bearing liabilities (Non-recourse)).



Appendix



Variation in Sales Amount Depending on Selling Method

Depending on the selling method, the sales amount may differ greatly, but the gross profit remains similar.

① In the case of selling a power plant

⇒ Power plant book value: 90

Profit: 10

Power Plant: 90
Profit: 10

**Sales
Amount: 100**

Sales Amount	Sale Price	100
Cost of sales	Book value	90
Gross Profit	Profit	10

② In the case of selling equity to a silent partnership

⇒ Profit (Sales Amount): 10

Profit: 10

**Sales Amount:
10**

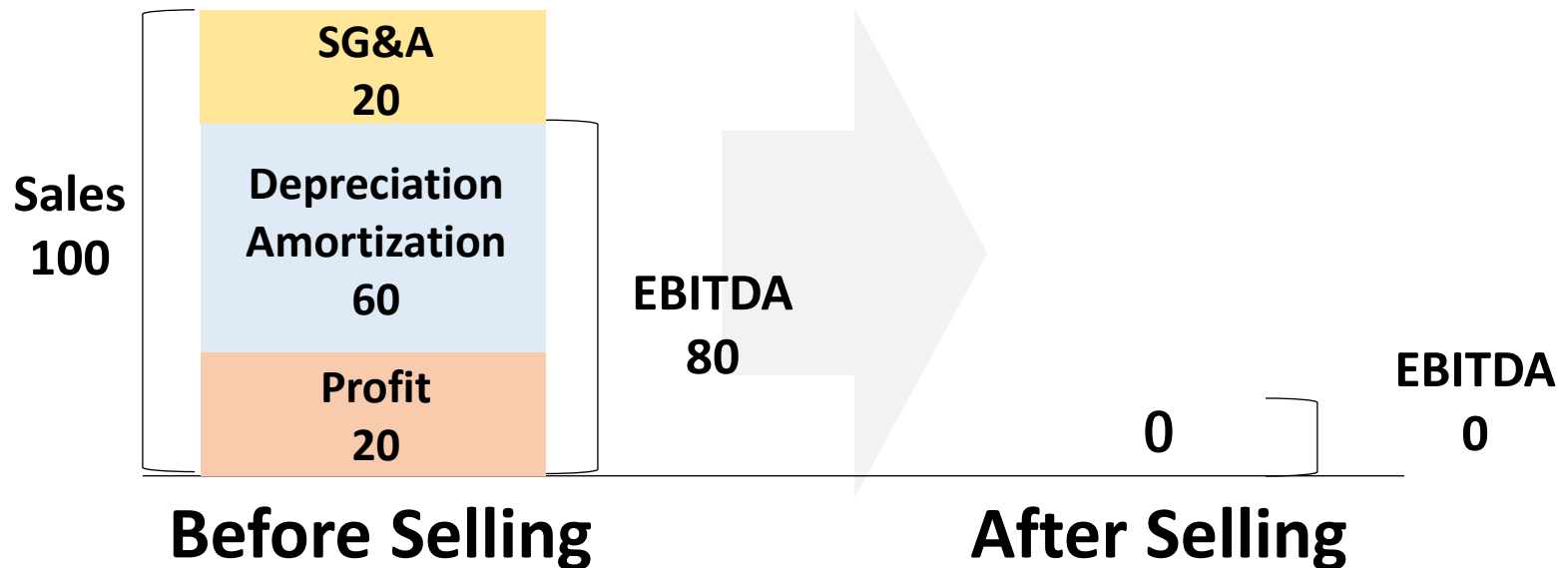
Sales Amount	Profit	10
Cost of Sales	-	-
Gross Profit	Profit	10



Sale of Power Plants and EBITDA

EBITDA : Ordinary Profit + Interest Expenses + Payment Fees
+ Depreciation and Amortization + Other Depreciation

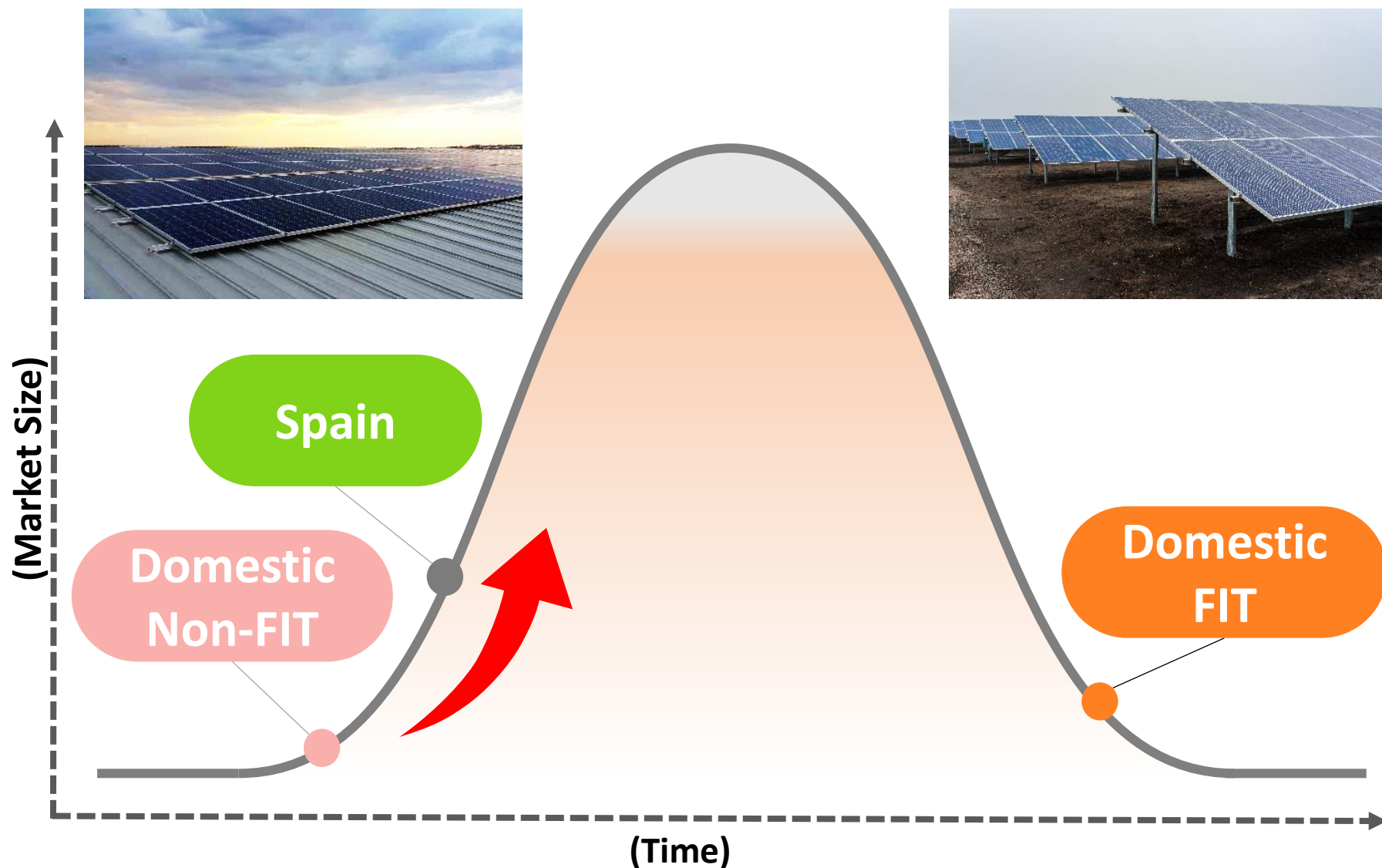
Example: Sale of a power plant



- Result :
- EBITDA Reduction of 80
 - Profit Reduction of 20

EBITDA is greatly reduced as Depreciation and Amortization expenses are deducted

Growth Curve of Solar Market

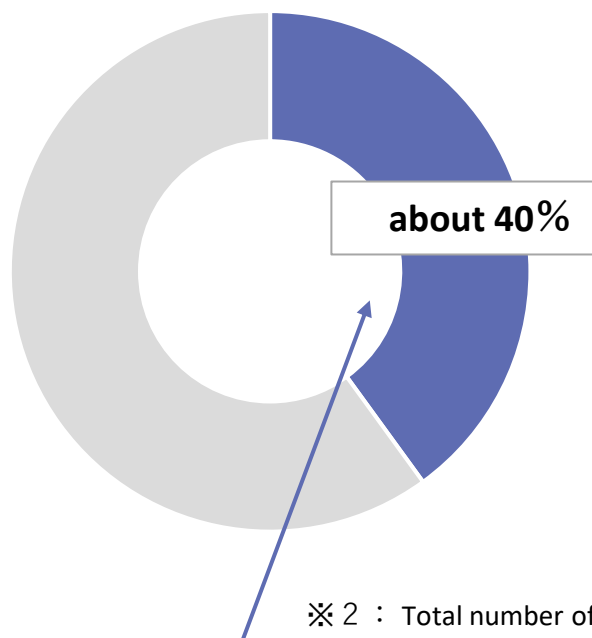


Representative Director Katsuhito Manabe's shareholding ratio and shares held

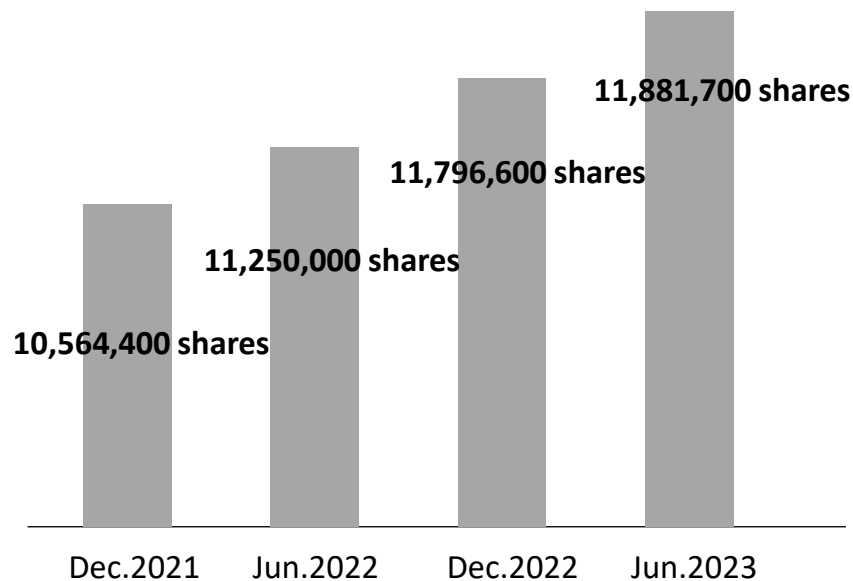


Reposted

Shareholding Ratio
(As of Dec. 31st, 2023)



Number of shares held ※ 2



※ 2 : Total number of shares held by each of H&T Corporation and Katsuhito Manabe, Representative Director

Breakdown

H&T Corporation ※ 1

11,021,700 shares

Katsuhito Manabe, Representative Director

860,000 shares

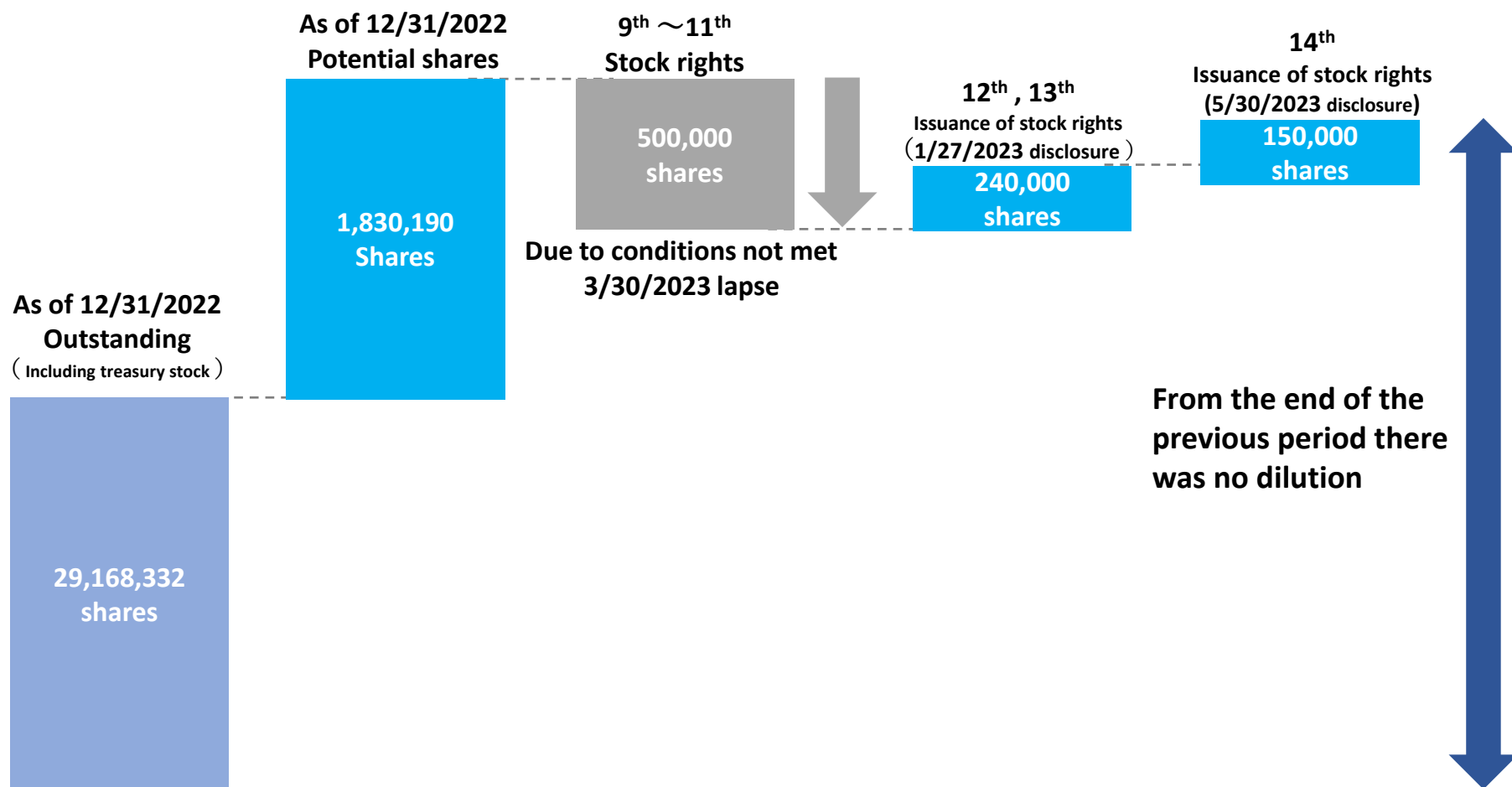
※1. Asset management company of Katsuhito Manabe,
Representative Director

(Total number of shares outstanding as of December 31st, 2023 : 29,754,180 shares)



Status of Stock Options for Directors and Employees

Reposted





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- The amounts stated in this document may not match the totals in the respective columns because, as a rule, consolidated figures are used and amounts less than one million yen are rounded down.

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IR Website: <https://www.rn-j.com/ir/>

A collage of six images showing various renewable energy projects. The top row includes an aerial view of a reservoir with solar panels, a close-up of solar panels in a forest, and a dam with water flowing over it. The bottom row includes an aerial view of a reservoir with solar panels, a close-up of solar panels in a forest, and a dam with water flowing over it.

Making Everyone an Energy Player



Renewable Japan