

Supplementary Materials for Fiscal Year Ended August 31, 2022



October 14, 2022

Three-Year Business Plan

(Million yen)

	Aug. 2022	Plan		
		Aug. 2023	Aug. 2024	Aug. 2025
Total sales at West Group	67,169	61,276	87,619	103,847
Renewable Energy Business	35,972	51,401	77,442	93,657
■ Solar Power Contracts for Industrial Use (Self-consumption)	10,761	→ 20,700	→ 30,000	→ 36,000
■ Development of non-FIT power plants (West FIT)	914	→ 14,081	→ 23,795	→ 28,566
■ Agencies engaged in the development of non-FIT power plants (West FIT)	858	→ 13,787	→ 23,377	→ 27,995
■ Mega solar development	9,170	2,237	270	1,096
■ Revitalization of mega solar facilities	11,836	596	-	-
Electricity Power Business	27,855	5,357	5,626	5,621
■ Green electricity wholesaling	177	→ 653	→ 942	942
■ Electricity generation and sale	2,832	→ 4,704	4,684	4,679
■ Electricity retailing	24,844	-	-	-
Energy Saving Business	1,945	2,128	2,092	2,032
Maintenance Business	1,700	1,704	1,773	1,851
Other	1	686	686	686
Operating profit	7,770	11,247	18,778	22,983
(Operating profit margin)	11.57%	18.36%	21.43%	22.13%
Ordinary profit	7,293	10,647	18,128	22,233
Profit attributable to owners of parent	4,257	7,240	12,327	15,118

Full Transition to Non-FIT Business

Increasing environmental awareness

Paris Agreement

2050
Carbon neutrality

ESG investment

RE100



Positioning of solar power plants

From solar power plants as **investment products** to solar power plants for **decarbonization**

Four Demands

- (i) Self-consumption: Use of electricity from renewable energy power plants held by the Group
 - ↳ Leading suppliers' plants, large commercial facilities, logistics facilities
- (ii) Demand for green electricity: Use of green electricity without owning power plants
 - ↳ Osaka Gas, MC Retail Energy
- (iii) Investment in renewable energy power plants: Investment in renewable energy power plants without using green electricity
 - ↳ JERA, SMFL Mirai Partners
- (iv) Energy saving: Reduction of power consumption itself

Relevant West Group's business

- ↳ Solar Power Contracts for Industrial Use
- ↳ Green electricity wholesaling
- ↳ Development of non-FIT power plants
- ↳ Energy Saving Business

Restructuring of Business Mix

- ✓ A full transition of solar power plants for industry use to self-consumption (roof-top solar panels / package products for carports) has been made.
- ✓ The mega solar regeneration business will be integrated into the non-FIT power plants development business (West FIT) as the opportunity arises.
- ✓ In the Electricity Power Business Segment, electricity retailing will be terminated, while the Company will focus on green electricity wholesale business and electricity generation and sale business.

Note

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In principle, the amounts included in this material are consolidated amounts and rounded down to the nearest million yen. As a result, the sum of amounts may be different from the "total" amount.



Inquiries about this material

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