

ALWAYS ON ALWAYS READY

2025 ANNUAL REPORT



 **New Jersey
Resources**
www.njresources.com

OUR COMMITMENT

New Jersey Resources (NJR) is committed to enhancing our customers' quality of life by meeting their expectations for reliability and value in an environmentally responsible way—every day.

THESE CORE VALUES DRIVE OUR COMMITMENT TO STAKEHOLDERS:

- Safe and Reliable Service
- Customer Satisfaction
- Sustainable Growth and Innovation
- Engaged and High-Performing Workforce
- Social Responsibility
- Superior Financial Performance

Over
\$90
MILLION

in customer savings and \$18.4 million in utility gross margin¹ achieved in fiscal 2025 through utility margin sharing programs².

5TH

consecutive year NJR has outperformed its initial NFEPS³ guidance.

1ST

natural gas utility in New Jersey to install an innovative, retrofit carbon-reduction system to reduce emissions and improve efficiency.



Over

2,000

nonprofit and community organizations supported by NJR's commitment to volunteerism, community service and philanthropy.

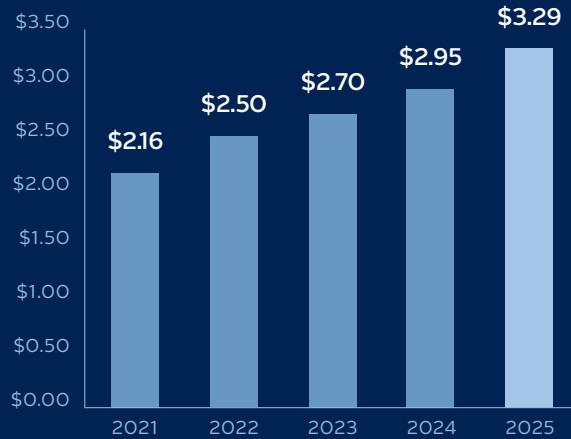
\$98 MILLION

a record fiscal year investment in energy-efficiency through SAVEGREEN®.



Financial Summary

NET FINANCIAL EARNINGS PER SHARE³



DIVIDENDS PAID PER SHARE



¹ Utility Gross Margin is defined as operating revenue less natural gas purchases, sales tax and regulatory rider expenses. This measure differs from gross margin as presented on a Generally Accepted Accounting Principles (GAAP) of the United States basis, as it excludes certain operations and maintenance expenses and depreciation and amortization. For further discussion and a reconciliation to GAAP of this non-GAAP financial measure, please see our fiscal 2025 Report on Form 10-K.

² NJNNG's Basic Gas Supply Service (BGSS) incentive margin sharing program utilizes off-system sales, capacity management, and storage optimization activities to generate additional revenue to help manage supply costs, provide customer savings and support utility gross margin.

³ Net financial earnings or NFE and net financial earnings per share or NFEPS are financial measures not calculated in accordance with GAAP as they exclude all unrealized and certain realized gains and losses associated with derivative instruments and net applicable tax adjustments. NFE also excludes certain transactions associated with equity method investments, including impairment charges, which are non-cash charges, and return of capital in excess of the carrying value of NJR's investment. For further discussion and reconciliation to GAAP of this non-GAAP financial measure, see our fiscal 2025 Report on Form 10-K.

⁴ As measured by the fewest leaks per mile of any natural gas utility in New Jersey.

⁵ According to the U.S. Census, Ocean County is ranked as the fastest growing county in New Jersey (2020-2025) with a 4.35% growth rate. Morris County is ranked as the fourth fastest growing county over the same period.

Information Regarding Forward-Looking Statements—This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the Private Securities Litigation Reform Act of 1995. NJR cautions readers that the assumptions forming the basis for forward-looking statements include many factors that are beyond NJR's ability to control or estimate precisely, such as estimates of future market conditions and the behavior of other market participants. Words such as "anticipates," "estimates," "expects," "projects," "may," "will," "intends," "plans," "believes," "should" and similar expressions may identify forward-looking statements and such forward-looking statements are made based upon management's current expectations, assumptions and beliefs as of this date concerning future developments and their potential effect upon NJR. There can be no assurance that future developments will be in accordance with management's expectations, assumptions and beliefs or that the effect of future developments on NJR will be those anticipated by management. Forward-looking statements in this report include, but are not limited to, certain statements regarding NJR's NFE and NFEPS guidance, future growth of NJNNG's customer base, investment programs and infrastructure investments as well as its pipeline network, NJR's

environmental sustainability and clean energy goals, NJRCEV projects under construction, contract or exclusivity, expansion of our solar footprint, emissions reduction strategies, initiatives and targets, including retrofit technology, energy-efficiency solutions, including SAVEGREEN®, the impacts or outcomes of the Adelphia Gateway rate case, Energy Services' long-option strategy and portfolio of transportation and storage contracts, investments in infrastructure, low-carbon fuels and renewables and emerging technologies.

Additional information and factors that could cause actual results to differ materially from NJR's expectations are contained in NJR's filings with the U.S. Securities and Exchange Commission (SEC), including NJR's Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q, recent Current Reports on Form 8-K, and other SEC filings, which are available at the SEC's website, <http://www.sec.gov>. Information included in this report is representative as of today only and while NJR periodically reassesses material trends and uncertainties affecting NJR's results of operations and financial condition in connection with its preparation of management's discussion and analysis of results of operations and financial condition contained in its Quarterly and Annual Reports filed with the SEC, NJR does not, by including this statement, assume any obligation to review or revise any particular forward-looking statement referenced herein in light of future events.

TO OUR SHAREOWNERS

New Jersey Resources (NJR) operates essential energy infrastructure assets that are always on and always ready to deliver for our customers. This is the bedrock of our company. Through our modernized pipeline networks, strategically located storage facilities and portfolio of solar assets—operated by our team of more than 1,300 employees—we provide the energy families and businesses depend on when they need it most.

During the 2024-2025 winter, our steadfast commitment to be there for our customers was on full display as New Jersey experienced some of the coldest weather of the last 10 years. Through the most bitter of these days, New Jersey Natural Gas (NJNG) managed two of its highest gas send-out days of the decade, ran its liquefied natural gas plants around the clock and served our nearly 589,000 customers with the energy they needed to stay warm and run their businesses without interruption. Through it all, our team helped customers manage their energy bills with our energy-saving and energy assistance programs.

During this same period, our employees stepped up across NJR's subsidiaries. Our appliance service technicians at NJR Home Services (NJRHS) responded to a 14% year-over-year increase in service calls. Storage and Transportation (S&T) effectively met storage and pipeline customers' energy demand, including three of the top six withdrawal days at Leaf River Energy Center. And NJR Energy Services (Energy Services) created value during periods of market volatility.

These consequential moments punctuate the core values that guide us as a lifeline energy provider: safety, reliability and affordability. We are advancing prudent, responsible investments in infrastructure that are the foundation of the energy future. We are innovating our operations and offerings to customers to reduce costs and emissions in practical ways. And we are committed to providing value for our shareowners.

Our fiscal 2025 performance reflects these priorities.

In fiscal 2025, NJR achieved net financial earnings per share (NFEPS)³ of \$3.29, compared with \$2.95 per share last year, surpassing our long-term growth target of 7–9%. We also increased our dividend to a rate of \$1.90 per share for the next fiscal year, highlighting our commitment to returning



value to our shareowners. This marks our 30th consecutive year of dividend growth.

NJNG continued to strengthen its pipeline network while meeting the demand for natural gas in our service territory. The utility added more than 8,200 customers and invested over \$330 million in safety and reliability, renewal and resiliency projects. This included the replacement of approximately 66 miles of vintage main. This steady and disciplined investment supports the integrity of its delivery system, which continues to be the most environmentally sound in the state.⁴

30TH
consecutive year of dividend growth.

One of the defining factors of today's energy landscape is affordability. Since its inception in 2009, SAVEGREEN® has helped more than 110,000 customers reduce their energy usage and costs while also lowering emissions.

NJNG invested \$98 million through SAVEGREEN®—the highest annual investment in energy efficiency in the company's history—driven by the financial incentives provided for residential HVAC upgrades and the Direct Install program for small businesses. This included the deployment of new, cutting-edge technologies, such as gas heat pumps and hybrid heat. In fiscal 2025, over 130 customers completed or were in the process of completing the installation of new

\$329.6

MILLION

consolidated net financial earnings, or \$3.29 per share compared with \$290.8 million, or \$2.95 per share in fiscal 2024.

\$335.6

MILLION

consolidated net income compared with \$289.8 million in fiscal 2024.

hybrid heat systems thanks to SAVEGREEN®. This reflects strong contractor and customer support for NJNG's efforts to integrate this technology across its service territory and advance the state's energy-efficiency goals.

NJNG continued to lead the way with innovation and was the first natural gas utility in the state to install retrofit carbon-reduction technology at its Ocean County operations center. This cutting-edge system offers a practical solution to reduce emissions, lower energy costs and increase efficiency. Building on this progress, NJNG also launched an Innovation and Training Center as a hub for enhanced workforce development, new energy-efficiency technologies and end-use equipment installations.

NJR Clean Energy Ventures (NJRCEV) successfully completed the sale of its residential solar portfolio. This strategic decision enabled the NJRCEV team to sharpen its focus on building out its strong project pipeline of commercial solar investment opportunities. This year, NJRCEV placed 11 projects into service, totaling 93.6 megawatts of clean energy—the highest annual installed capacity in its history.

Our S&T business delivered solid returns through fee-based revenues and achieved strategic milestones that strengthen our future prospects. S&T reached a settlement in principle with customers of Adelphia Gateway on its rate case. In November 2025, the uncontested settlement was approved by FERC. This agreement supports the recovery of investments made in the pipeline and the expense of its operations. The team at S&T also conducted a number of successful open seasons, awarding incremental firm capacity and exploring organic growth opportunities at Leaf River Energy Center to meet the increasing demand for energy storage.

Energy Services continued to execute its long-option strategy and derived significant value from its portfolio of transportation and storage contracts during periods of high demand and market volatility.

NJRHS delivered on its commitment to meet customers' home comfort needs, completing over 79,000 service calls and 4,000 HVAC, plumbing and generator installations.

What we were able to accomplish this year is a testament to the dedication and hard work of our entire NJR team, and in partnership with IBEW Local 1820. We recognize the vital collaborations with our regulators and policymakers in support of our customers, and the integrity and expertise of our Board of Directors who guide our corporate strategy. I would like to welcome our newest directors, Amy Mansue and William Yardley, who were elected this year. Also, I want to thank the Chair of our Board, Donald Correll, who will be retiring in January 2026. His guidance and dedication have played a vital role in shaping NJR into the respected company that we are today.

Looking ahead, we remain committed to delivering sustainable long-term growth and ensuring value for our shareowners. NJR will continue to align our strategy and strong financial profile with public policy goals to execute our vision for a cleaner energy future—leveraging our infrastructure and investing in innovation to meet customers' energy needs in an affordable, responsible and practical way.

I hope you will join us for our Annual Shareowners Meeting that will be held virtually on January 21, 2026, at 9:30 a.m. EST. Please see NJR's proxy statement for details.

On behalf of our entire company, thank you for your investment and confidence in NJR. We remain committed to always giving our best to meet your expectations and reward your trust.

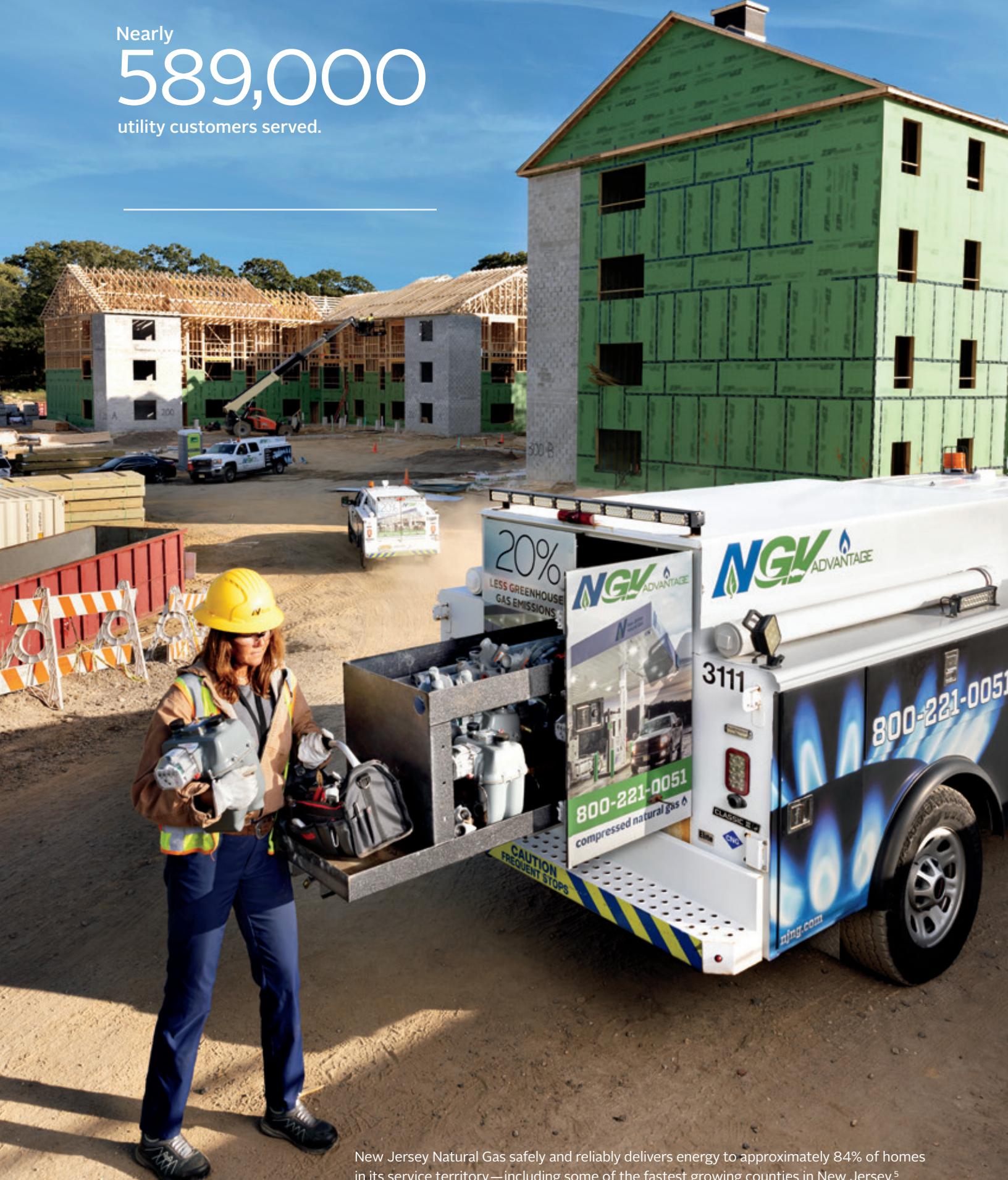
Sincerely,



Steve Westhoven
President and CEO

Nearly
589,000

utility customers served.



New Jersey Natural Gas safely and reliably delivers energy to approximately 84% of homes in its service territory—including some of the fastest growing counties in New Jersey.⁵

1.2 GIGAWATTS

pipeline of solar projects under contract,
construction or exclusivity.



One of the largest solar owner/operators in New Jersey, NJR Clean Energy Ventures continues to execute on its project pipeline and now operates and maintains more than 80 commercial solar projects across seven states and a total portfolio of more than 479 MW of installed capacity.

Corporate Profile

NJR and its more than 1,300 employees are committed to safely and reliably delivering the natural gas and renewable energy customers depend on and encouraging conservation, energy efficiency and energy savings through initiatives such as **Conserve to Preserve®** and **SAVEGREEN®**.

NEW JERSEY RESOURCES

New Jersey Resources (NYSE: NJR) is a Fortune 1000 company that, through its subsidiaries, safely and reliably provides natural gas and clean energy services including transportation, distribution, storage, asset management and home services. NJR is composed of five primary businesses.

NJR ENERGY SERVICES

NJR Energy Services manages a diversified portfolio of natural gas storage and transportation assets and provides physical natural gas services and customized energy solutions to its customers across North America.

NEW JERSEY NATURAL GAS

New Jersey Natural Gas, NJR's principal subsidiary, operates and maintains natural gas transportation and distribution infrastructure to serve customers in New Jersey's Monmouth, Ocean, Morris, Middlesex, Burlington and Sussex counties.

STORAGE AND TRANSPORTATION

Storage and Transportation serves customers from local distributors and producers to electric generators and wholesale marketers through its ownership of Leaf River Energy Center and the Adelphia Gateway pipeline, as well as its 50% equity ownership in the Steckman Ridge natural gas storage facility.

NJR CLEAN ENERGY VENTURES

NJR Clean Energy Ventures, one of the largest solar owner/operators in New Jersey, invests in, owns and operates solar projects that provide customers with low-carbon solutions.

NJR HOME SERVICES

NJR Home Services provides service contracts, as well as heating, central air conditioning, water heaters, standby generators and other indoor and outdoor comfort products to residential homes throughout New Jersey.

For more information about NJR, visit njresources.com, follow us on LinkedIn @New Jersey Resources, X (formerly Twitter) @NJNaturalGas, Instagram @njnglife and like us on facebook.com/NewJerseyNaturalGas.

Directors and Officers

NEW JERSEY RESOURCES

Directors



Donald L. Correll, 75 (A,B,C)*
Chair of the Board
New Jersey Resources
Chief Executive Officer, Co-founder
Water Capital Partners, LLC
(2008)



Peter C. Harvey, 67 (C,D)
Partner
Patterson Belknap Webb & Tyler LLP
(2023)



Michael A. O'Sullivan, 65 (A)
Senior Vice President
NextEra
Energy Resources (retired)
(2022)



Gregory E. Aliff, 72 (A,B,D)
Partner (retired)
Deloitte & Touche LLP
(2019)



Jane M. Kenny, 74 (B,C,D)
Co-owner and Managing Partner
The Whitman Strategy Group, LLC
(2006)



Sharon C. Taylor, 71 (B,C,D)
Senior Vice President
Human Resources (retired)
Prudential Financial
(2012)



James H. DeGraffenreidt Jr., 72 (C,D)
Chairman and
Chief Executive Officer (retired)
WGL Holdings, Inc.
(2019)



Amy Mansue, 61**
President and
Chief Executive Officer
Inspira Health Network
(2025)



Stephen D. Westhoven, 57 (B)
President and
Chief Executive Officer
New Jersey Resources
(2018)



M. Susan Hardwick, 63 (A)
Chief Executive Officer (retired)
American Water Works
Company, Inc.
(2020)



Thomas C. O'Connor, 69 (A,C)
Chairman, President and
Chief Executive Officer (retired)
DCP Midstream, LLC
(2017)



William T. Yardley, 60 (A*)**
President and CEO,
Portland Natural Gas
Transmission System
(2025)

Date represents year director joined NJR Board.

(A) Member of Audit Committee

(B) Member of Executive Committee

(C) Member of Leadership Development and Compensation Committee

(D) Member of Nominating/Corporate Governance Committee

Ages as of September 30, 2025.

* Retiring effective January 21, 2026.

** Effective November 1, 2025.

*** Effective January 1, 2026.

NEW JERSEY RESOURCES AND SUBSIDIARIES

Officers

 Stephen D. Westhoven, 57 (1,2,3,4,5,7) President and Chief Executive Officer (1990)	 Mark G. Kahrer, 63 (2) Senior Vice President— Regulatory Affairs New Jersey Natural Gas (2017)	 Jacqueline K. Shea, 61 (1,7) Senior Vice President and Chief Information Officer (2016)
 Sean N. Annitto, 56 (4) Vice President—NJR Energy Services (1996)	 James W. Kent, 56 (1,7) Vice President—Corporate Risk Management (2013)	 Stephen M. Skrocki, 49 (1) Corporate Controller and Principal Accounting Officer (2017)
 Roberto Bel, 52 (1,3,4,5,6,7) Senior Vice President and Chief Financial Officer (2019)	 Tejal K. Mehta, 42 (1,2,3,4,5,7) Corporate Secretary and Assistant General Counsel (2022)	 Marissa Travaline, 46 (2) Vice President—Customer Service, Energy Efficiency and Marketing New Jersey Natural Gas (2023)
 Francis J. Casey, 61 (3,6) President—NJR Home Services (2011)	 Patrick J. Migliaccio, 51 (2) Senior Vice President and Chief Operating Officer— New Jersey Natural Gas (2009)	 Mark F. Valori, 62 (3) Vice President—NJR Clean Energy Ventures (2010)
 Amy Cradic, 54 (1,3,4,5) Senior Vice President and Chief Operating Officer— Non-Utility Businesses, Strategy and External Affairs (2018)	 Robert F. Pohlman, 42 (1,3,4) Vice President—NJR Clean Energy Ventures, NJR Energy Services and Corporate Strategy (2011)	 Angel Velez, 47 (4) Vice President—NJR Energy Services (2006)
 Lori DelGiudice, 50 (1,7) Senior Vice President—Human Resources (2022)	 Richard Reich, 50 (1,2,3,4,5,7) Senior Vice President and General Counsel (2006)	 John B. Wyckoff, 57 (2) Vice President—Energy Delivery New Jersey Natural Gas (1989)
 James Eckert, 56 (5) Vice President—Storage and Transportation (2023)	 Kraig E. Sanders, 60 (2) Vice President—Operations, New Jersey Natural Gas (1987)	
 David Johnson, 57 (1) Vice President—Corporate Business Development (2002)	 Daniel B. Sergott, 50 (1,2,3,4,5,7) Treasurer (2006)	

Date represents year of affiliation with NJR.

Affiliations:

- (1) New Jersey Resources
- (2) New Jersey Natural Gas
- (3) NJR Clean Energy Ventures
- (4) NJR Energy Services
- (5) Storage and Transportation
- (6) NJR Home Services
- (7) NJR Service Corporation

Ages as of September 30, 2025.

Over
\$330
MILLION

invested in safety and reliability, renewal
and resiliency projects at NJNG.



Through its consistent infrastructure investments, New Jersey Natural Gas is committed to ensuring its delivery system is always ready and reliable to meet customers' energy needs.

Presenting Our Fiscal 2025 Form 10-K

Our fiscal 2025 Report on Form 10-K (the “10-K”) includes financial statements for New Jersey Resources Corporation (“NJR”). It also includes detailed information about each of our subsidiaries and the competitive environments of our businesses, the properties we own and other matters.

All publicly held companies in the United States are required to file a 10-K report with the U.S. Securities and Exchange Commission (the “SEC”) every year. Our 10-K is required by the rules and regulations of the SEC to contain certain company information in addition to the financial information included in our previous Annual Reports to shareowners. We are supplying our 2025 10-K (without exhibits) consistent with our commitment to provide transparency and full disclosure to our shareowners.

The fiscal 2025 10-K is amended, supplemented and updated by any amendment we may file, and by all the quarterly reports on Form 10-Q and current reports on Form 8-K we file or furnish with the SEC during the year. We urge you to read all such reports. Copies may be obtained as described under “Request for Documents” on the inside back cover of this Annual Report.

FORM 10-K OVERVIEW

This Annual Report is not a part of, and should not be considered to be included in, our 2025 10-K. The following listing, which includes highlights of the 2025 Form 10-K, can help you find information easily. A comprehensive Table of Contents with the page number for each item can be found on page “i” of the 2025 10-K.

PART I: NJR’S BUSINESS INCLUDES:

- Detailed descriptions of NJR’s subsidiaries
- Information about our executive officers
- Risk factors related to our business
- Description of properties owned and operated by NJR
- Legal proceedings

PART II: MARKET FOR COMMON SHARES AND FINANCIAL STATEMENTS IN ITEMS 5 AND 6 INCLUDE:

- Selected financial data for NJR

ITEMS 7 AND 7A INCLUDE:

- Management’s discussion and analysis of financial condition and results of operations
- Quantitative and qualitative disclosures about market risk

ITEMS 8 AND 9 INCLUDE:

- Management’s report on internal control over financial reporting
- Report of independent registered public accounting firm
- Financial statements and notes for NJR
- Controls and procedures and other information

PART III: INFORMATION ABOUT BOARD MEMBERS, EXECUTIVE OFFICERS, GOVERNANCE, SHAREOWNERS AND AUDITORS INCLUDE:

- Members of the Board of Directors and executive officers
- Corporate governance
- Executive compensation
- NJR’s shareowners and related matters
- Related-person transactions
- Director independence
- Accounting fees, each of which are incorporated by reference to NJR’s proxy statement

PART IV: EXHIBITS AND SIGNATURES INCLUDE:

- Index of exhibits
- Signatures of members of the Board of Directors and certain officers

Form 10-K

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-K

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended September 30, 2025

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____

Commission file number 001-08359

NEW JERSEY RESOURCES CORPORATION

(Exact name of registrant as specified in its charter)

New Jersey

(State or other jurisdiction of
incorporation or organization)

22-2376465

(I.R.S. Employer
Identification Number)

1415 Wyckoff Road, Wall, New Jersey 07719

(Address of principal executive offices)

(732) 938-1000

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12 (b) of the Act:

Title of each class	Trading symbol(s)	Name of each exchange on which registered
Common Stock - \$2.50 Par Value	NJR	New York Stock Exchange

Securities registered pursuant to Section 12 (g) of the Act:

None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15 (d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer

Accelerated filer

Non-accelerated filer

Smaller reporting company

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.

If securities are registered pursuant to Section 12(b) of the Act, indicate by checkmark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements.

Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to § 240.10D-1(b).

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

The aggregate market value of the registrant's common stock held by non-affiliates was \$4,899,102,123 based on the closing price of \$49.06 per share on March 31, 2025, as reported on the New York Stock Exchange.

The number of shares outstanding of \$2.50 par value common stock as of November 17, 2025 was 100,743,847.

DOCUMENTS INCORPORATED BY REFERENCE

Portions of the registrant's definitive Proxy Statement for the Annual Meeting of Shareowners (Proxy Statement) to be held on January 21, 2026, are incorporated by reference into Part I and Part III of this report.

New Jersey Resources Corporation

TABLE OF CONTENTS

	Page
Glossary of Terms	1
Information Concerning Forward-Looking Statements	3
PART I	
ITEM 1. Business	4
Organizational Structure	4
Reportable Segments	5
Natural Gas Distribution	7
Clean Energy Ventures	10
Energy Services	10
Storage and Transportation	12
Other Business Operations	13
Home Services and Other	13
Environment	13
Human Capital Resources	13
Information About our Executive Officers	15
ITEM 1A. Risk Factors	15
ITEM 1B. Unresolved Staff Comments	25
ITEM 1C. Cybersecurity	25
ITEM 2. Properties	26
ITEM 3. Legal Proceedings	28
ITEM 4. Mine Safety Disclosures	28
PART II	
ITEM 5. Market for the Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities	29
ITEM 6. [Reserved]	29
ITEM 7. Management's Discussion and Analysis of Financial Condition and Results of Operations	30
ITEM 7A. Quantitative and Qualitative Disclosures About Market Risk	58
ITEM 8. Financial Statements and Supplementary Data	61
Management's Report on Internal Control over Financial Reporting	61
Report of Independent Registered Public Accounting Firm (PCAOB ID No. 34)	62
Consolidated Financial Statements	65
Notes to Consolidated Financial Statements	70
Note 1. Nature of the Business	70
Note 2. Summary of Significant Accounting Policies	70
Note 3. Revenue	81
Note 4. Regulation	84
Note 5. Derivative Instruments	89
Note 6. Fair Value	93
Note 7. Investments in Equity Investees	95
Note 8. Earnings Per Share	95
Note 9. Debt	96
Note 10. Stock-Based Compensation	99
Note 11. Employee Benefit Plans	102
Note 12. Income Taxes	107
Note 13. Leases	110
Note 14. Commitments and Contingent Liabilities	112
Note 15. Reportable Segment Data	114
Note 16. Related Party Transactions	116
Note 17. Dispositions	117
ITEM 9. Changes in and Disagreements with Accountants on Accounting and Financial Disclosure	118
ITEM 9A. Controls and Procedures	118
ITEM 9B. Other Information	118
PART III*	
ITEM 10. Directors, Executive Officers and Corporate Governance	119
ITEM 11. Executive Compensation	119
ITEM 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters	119
ITEM 13. Certain Relationships and Related Transactions and Director Independence	119
ITEM 14. Principal Accountant Fees and Services	119
PART IV	
ITEM 15. Exhibits and Financial Statement Schedules	120
Index to Financial Statement Schedules	121
Exhibit Index	123
Signatures	130

* Portions of Item 10 and Items 11-14 are Incorporated by Reference from the Proxy Statement.

New Jersey Resources Corporation

GLOSSARY OF KEY TERMS

Adelphia	Adelphia Gateway, LLC
ADI	Administratively Determined Incentive
Adjusted EBITDA	A non-GAAP financial measure, which represents net income, including equity in earnings of affiliates, before interest, income taxes, depreciation and amortization, and other income, net, which includes non-cash earnings of AFUDC
AFUDC	Allowance for Funds Used During Construction
AMA	Asset Management Agreement
ARO	Asset Retirement Obligation
ASC	Accounting Standards Codification
ASU	Accounting Standards Update
B	Billion
Bcf	Billion Cubic Feet
BGSS	Basic Gas Supply Service
BPU	New Jersey Board of Public Utilities
CEO	Chief Executive Officer
CIO	Chief Information Officer
CIP	Conservation Incentive Program
Clean Energy Ventures or CEV	Clean Energy Ventures segment
CME	Chicago Mercantile Exchange
CODM	Chief Operating Decision Maker
CR&R	Commercial Realty & Resources Corp.
CSI	Competitive Solar Incentive
Degree-day	The measure of the variation in the weather based on the extent to which the average daily temperature falls below 65 degrees Fahrenheit
DRP	NJR Direct Stock Purchase and Dividend Reinvestment Plan
Dths	Dekatherms
EDECA	Electric Discount and Energy Competition Act
EE	Energy Efficiency
EMP	New Jersey Energy Master Plan
Energy Services or ES	Energy Services segment
Exchange Act	Securities Exchange Act of 1934, as amended
FASB	Financial Accounting Standards Board
FCM	Futures Commission Merchant
FERC	Federal Energy Regulatory Commission
Financial Margin	A non-GAAP financial measure, which represents revenues earned from the sale of natural gas less costs of natural gas sold including any transportation and storage costs, and excludes certain operations and maintenance expense and depreciation and amortization, as well as any accounting impact from the change in the fair value of certain derivative instruments
Fitch	Fitch Ratings Company
FMB	First Mortgage Bond
GAAP	Generally Accepted Accounting Principles in the United States
GWRA	Global Warming Response Act of 2007
HCCTR	Health Care Cost Trend Rate
Home Services and Other or HSO	Home Services and Other Operations
ICE	Intercontinental Exchange
IIP	Infrastructure Investment Program
Inflation Reduction Act	Inflation Reduction Act of 2022
IRS	Internal Revenue Service
ISDA	The International Swaps and Derivatives Association
ITC	Federal Investment Tax Credit
LDCC	Leadership Development and Compensation Committee
Leaf River	Leaf River Energy Center LLC
LNG	Liquefied Natural Gas
M	Million
MGP	Manufactured Gas Plant
MMBtu	Million British Thermal Units
Moody's	Moody's Investors Service, Inc.

New Jersey Resources Corporation

GLOSSARY OF KEY TERMS (cont.)

Mortgage Indenture	The Amended and Restated Indenture of Mortgage, Deed of Trust and Security Agreement between NJNG and U.S. Bank National Association dated as of September 1, 2014, as amended
MW	Megawatts per Direct Current
MWh	Megawatt Hour
NAESB	The North American Energy Standards Board
NAV	Net Asset Value
NFE	Net Financial Earnings
NJCEP	New Jersey's Clean Energy Program
NJDEP	New Jersey Department of Environmental Protection
NJNG	New Jersey Natural Gas Company or our Natural Gas Distribution segment
NJNG Credit Facility	The \$250M unsecured committed credit facility expiring in August 2029
NJR Credit Facility	The \$575M unsecured committed credit facility expiring in August 2029
NJR or The Company	New Jersey Resources Company
NJR Retail	NJR Retail Company
NJRCEV	NJR Clean Energy Ventures Corporation
NJRES	NJR Energy Services Company, LLC
NJRHS	NJR Home Services Company
Non-GAAP	Not in accordance with GAAP
NPNS	Normal Purchase/Normal Sale
NYMEX	New York Mercantile Exchange
OCI	Other Comprehensive Income
O&M	Operations and Maintenance Expenses
OBBA	The One Big Beautiful Bill Act of 2025
OPEB	Other Postemployment Benefit Plans
PBO	Projected Benefit Obligation
PennEast	PennEast Pipeline Company, LLC
PEP	Pension Equalization Plan
PIM	Pipeline Integrity Management
PPA	Power Purchase Agreement
RAC	Remediation Adjustment Clause
REC	Renewable Energy Certificate
Sarbanes-Oxley	Sarbanes-Oxley Act of 2002
Savings Plan	Employees' Retirement Savings Plan
SBC	Societal Benefits Charge
SEC	Securities and Exchange Commission
Securities Act	Securities Act of 1933, as amended
SG&A	Selling, General and Administrative expenses
SREC	Solar Renewable Energy Certificate
S&P	Standard & Poor's Financial Services, LLC
Steckman Ridge	Collectively, Steckman Ridge GP, LLC and Steckman Ridge, LP
Storage and Transportation or S&T	Storage and Transportation segment
SVP	Senior Vice President
TETCO	Texas Eastern Transmission
TREC	Transition Renewable Energy Certificate
Trustee	U.S. Bank National Association
TSR	Total Shareholder Return
U.S.	The United States of America
Union	International Brotherhood of Electrical Workers Local 1820
USF	Universal Service Fund
Utility Gross Margin	A non-GAAP financial measure, which represents operating revenues less natural gas purchases, sales tax, and regulatory rider expense, and excludes certain operations and maintenance expense and depreciation and amortization

New Jersey Resources Corporation

INFORMATION CONCERNING FORWARD-LOOKING STATEMENTS

Certain statements contained in this report, including, without limitation, statements as to management expectations, assumptions and beliefs presented in *Part I, Item 1. Business* and *Item 3. Legal Proceedings*, and in *Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations* and *Item 7A. Quantitative and Qualitative Disclosures About Market Risk*, and in the notes to the financial statements, are forward-looking statements within the meaning of Section 27A of the Securities Act, Section 21E of the Exchange Act and the Private Securities Litigation Reform Act of 1995. Forward-looking statements can also be identified by the use of forward-looking terminology such as "anticipate," "estimate," "may," "could," "might," "intend," "expect," "believe," "will," "plan," "should" or comparable terminology and are made based upon management's current expectations, assumptions and beliefs as of this date concerning future developments and their potential effect on us. There can be no assurance that future developments will be in accordance with management's expectations, assumptions or beliefs, or that the effect of future developments on us will be those anticipated by management.

We caution readers that the expectations, assumptions and beliefs that form the basis for forward-looking statements regarding customer growth, customer usage, eligibility for ITCs, RECs, future rate case proceedings, financial condition, results of operations, cash flows, capital requirements, future capital expenditures, market risk, effective tax rate, and other matters for fiscal 2026 and thereafter are subject to many factors that are beyond our ability to control or estimate precisely, such as estimates of future market conditions, the behavior of other market participants and changes in the debt and equity capital markets. The factors that could cause actual results to differ materially from our expectations, assumptions and beliefs include, but are not limited to, those discussed in *Part I, Item 1A. Risk Factors*, as well as the following, which are neither presented in order of importance nor weighted:

- our ability to obtain governmental and regulatory approvals, permits, certificates, land-use rights, electric grid connection (in the case of clean energy projects) and/or financing for the construction, development and operation of our unregulated energy investments, pipeline transportation systems and NJNG and S&T infrastructure projects in a timely manner;
- our ability to address concerns over climate change and its impacts on business operations;
- risks associated with our investments in clean energy projects, including the availability of regulatory incentives and federal tax credits, the availability of viable projects, our eligibility for ITCs, the future market for RECs and electricity prices, our ability to complete construction of the projects and operational risks related to projects in service;
- our ability to comply with current and future regulatory requirements;
- risks associated with our pipeline of projects and timely completion of such projects;
- commercial and wholesale credit risks, including the availability of creditworthy customers and counterparties, and liquidity in the wholesale energy trading market;
- volatility of natural gas and other commodity prices and their impact on NJNG customer usage, NJNG's BGSS incentive programs, ES operations and our risk management efforts;
- the performance of our subsidiaries;
- access to adequate supplies of natural gas and dependence on third-party S&T facilities for natural gas supply;
- the level and rate at which NJNG's costs are incurred and the extent to which they are approved for recovery from customers through the regulatory process, including through future base rate case filings;
- impacts of inflation, including the current inflationary environment and increased natural gas costs;
- the impact of a disallowance of recovery of environmental-related expenditures and other regulatory changes;
- operating risks incidental to handling, storing, transporting and providing customers with natural gas;
- demographic changes in our service territory and their effect on our customer growth;
- changes in rating agency requirements and/or credit ratings and their effect on availability and cost of capital to the Company;
- the impact of events causing volatility in the equity and credit markets on our access to capital or on our suppliers or customers, including monetary, fiscal and regulatory policies of the U.S. government, including with respect to tariffs and trade restrictions; natural disasters, pandemic illness and other extreme events and risks; and political and economic disruption and uncertainty related to international conflicts and the international community's responses to such events;
- risks of prolonged constriction of credit availability in the markets and our ability to secure short-term financing;
- our ability to comply with debt covenants;
- the results of legal or administrative proceedings with respect to claims, rates, environmental issues, natural gas cost prudence reviews and other matters;
- risks related to cyberattacks, including ransomware, terrorism and other malicious acts against, or failure of, information technology systems;
- risks associated with keeping pace with technological change, including, but not limited to, cloud computing and artificial intelligence;
- the impact to the asset values and resulting higher costs and funding obligations of our pension and postemployment benefit plans as a result of potential downturns in the financial markets, including, but not limited to, inflationary pressures, recessionary pressures, or rising interest rates, and/or reductions in bond yields;
- accounting effects and other risks associated with hedging activities and use of derivatives contracts;
- our ability to optimize our physical assets;
- weather and economic conditions, including those changes in weather and weather patterns that could be attributable to climate change;
- the costs of compliance with present and future environmental laws, potential climate change-related legislation or any legislation resulting from the 2019 New Jersey EMP, as well as future executive orders and the outcomes of regulatory proceedings concerning natural gas;
- uncertainties related to litigation, regulatory, administrative or environmental proceedings;
- changes to tax laws and regulations, including those changes brought about by the passage of the Inflation Reduction Act and OBBBA;
- risks associated with acquisitions and the related integration of acquired assets with our current operations;
- any potential need to record a valuation allowance for our deferred tax assets;
- the delay or prevention of a favorable transaction due to changes in control provisions or laws;
- risks related to our employee workforce and succession planning; and
- risks associated with the management of our joint ventures and partnerships.

Forward-looking statements made in this report apply only as of the date of this report. While we periodically reassess material trends and uncertainties affecting our results of operations and financial condition in connection with the preparation of management's discussion and analysis of results of operations and financial condition contained in our Quarterly and Annual Reports on Form 10-Q and Form 10-K, respectively, we do not, by including this statement, assume any obligation to review or revise any particular forward-looking statement referenced herein in light of future events, new information or other factors, except as required by applicable laws.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS

ORGANIZATIONAL STRUCTURE

New Jersey Resources Corporation is a New Jersey corporation and a diversified energy services holding company whose principal business is the distribution of natural gas through a regulated utility, investing in and operating clean energy projects and natural gas storage and transportation assets, and providing other retail and wholesale energy services to customers. We are an exempt holding company under Section 1263 of the Energy Policy Act of 2005.

Our primary subsidiaries include the following:

New Jersey Natural Gas Company provides regulated natural gas utility service to residential and commercial customers throughout Burlington, Middlesex, Monmouth, Morris, Ocean and Sussex counties in New Jersey and participates in the off-system sales and capacity release markets. NJNG, a local natural gas distribution company, is regulated by the BPU and comprises the Company's Natural Gas Distribution segment.

NJR Clean Energy Ventures Corporation includes the results of operations and assets related to the Company's unregulated capital investments in clean energy projects. NJRCEV comprises the Company's Clean Energy Ventures segment.

NJR Energy Services Company, LLC maintains and transacts around a portfolio of physical assets consisting of natural gas transportation and storage contracts in the U.S. NJRES also provides unregulated wholesale energy management services to other energy companies and natural gas producers. NJRES comprises our Energy Services segment.

NJR Midstream Holdings Corporation, which comprises the Storage and Transportation segment, invests in energy-related ventures through its subsidiaries: NJR Midstream Company, which includes our wholly-owned subsidiaries of Leaf River, located in southeastern Mississippi, and Adelphia, located in eastern Pennsylvania, which are subject to FERC regulation; and NJR Steckman Ridge Storage Company, which holds our 50% combined ownership interest in Steckman Ridge, located in Pennsylvania.

NJR Home Services Company provides heating, ventilation and cooling service, sales and installation of appliances, and is the primary contributor to Home Services and Other operations.

New Jersey Resources Corporation
Part I

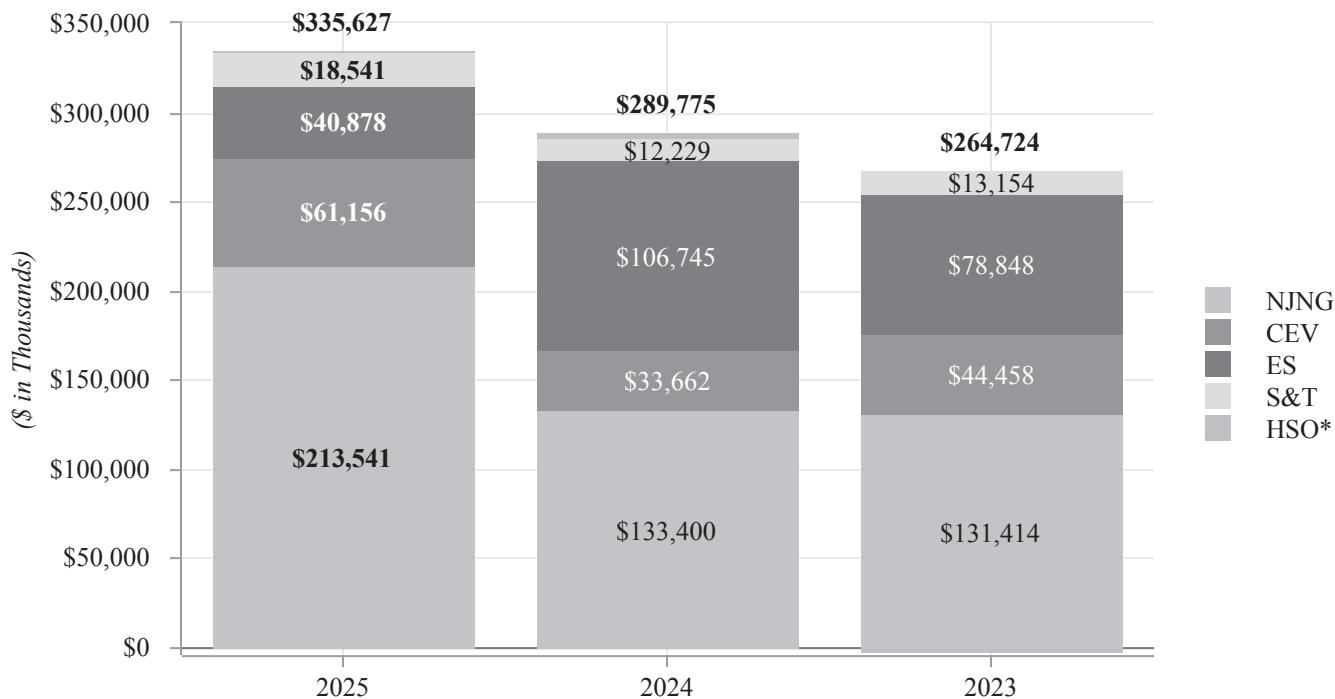
ITEM 1. BUSINESS (Continued)

REPORTABLE SEGMENTS

We operate within four reportable segments: (1) Natural Gas Distribution, (2) Clean Energy Ventures, (3) Energy Services and (4) Storage and Transportation.

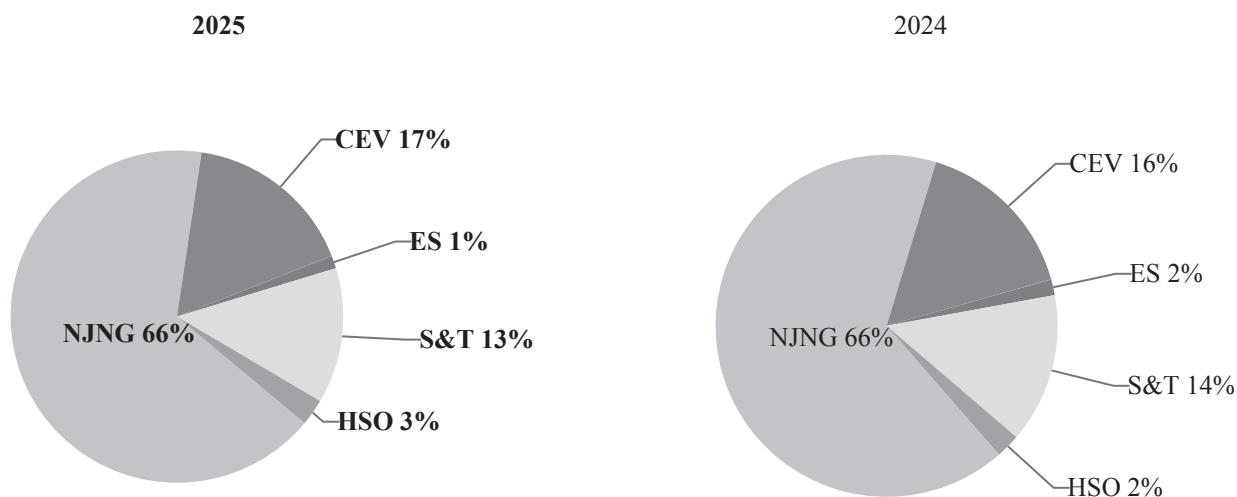
NJNG consists of regulated natural gas services, off-system sales, capacity and storage management operations. ES consists of unregulated wholesale and retail energy operations, as well as energy management services. CEV consists of capital investments in clean energy projects. S&T consists of operations and investments in the natural gas storage and transportation market, such as natural gas storage and transportation facilities.

Net income by reportable segment and other business operations for the fiscal years ended September 30, are as follows:



* HSO includes intercompany eliminations.

Asset composition by reportable segment and other business operations at September 30, are as follows:



New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

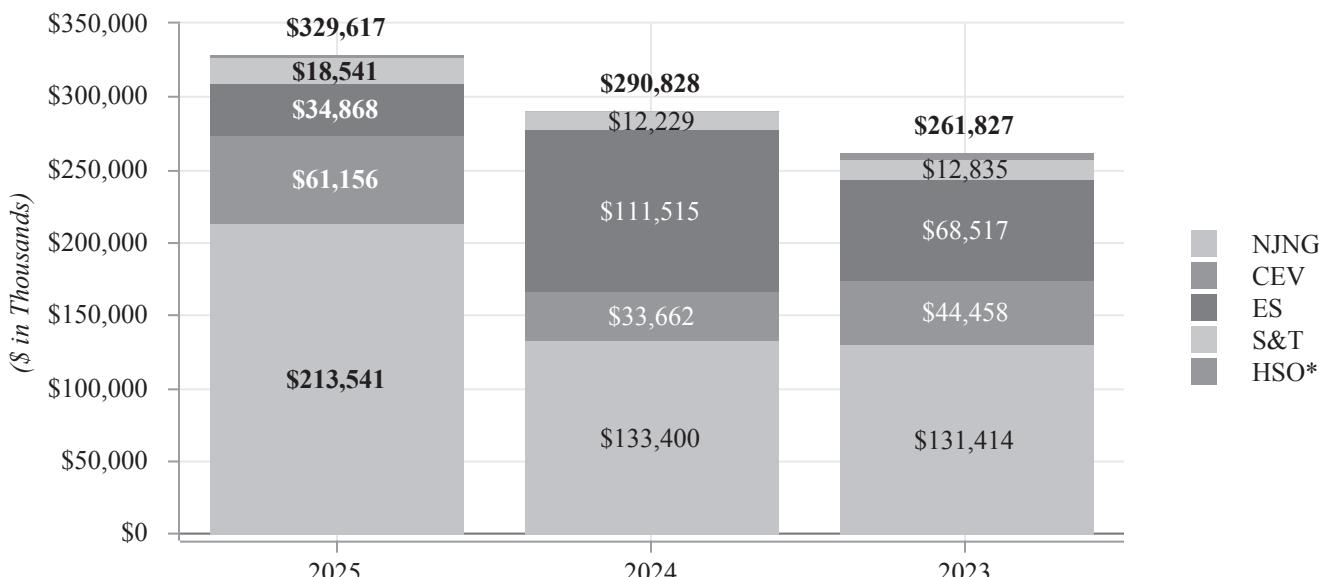
Management uses net income and NFE, a non-GAAP financial measure, when evaluating its operating results. NFE is a measure of earnings based on eliminating timing differences surrounding the recognition of certain gains or losses to effectively match the earnings effects of the economic hedges with the physical sale of natural gas and, therefore, eliminates the impact of volatility to GAAP earnings associated with the derivative instruments. To the extent we utilize forwards, futures or other derivatives to hedge natural gas transactions and forecasted SREC production, the resulting unrealized gains and losses are also eliminated from NFE. ES economically hedges its natural gas inventory with financial derivative instruments and calculates the related tax effect based on the statutory rate. NFE also excludes certain transactions associated with equity method investments, including impairment charges, which are non-cash charges, and return of capital in excess of the carrying value of our investment. These are considered unusual in nature and occur infrequently and are not indicative of the Company's performance for its ongoing operations. Included in the tax effects are current and deferred income tax expense corresponding with the components of NFE.

Non-GAAP financial measures are not in accordance with, or an alternative to, GAAP, and should be considered in addition to, and not as a substitute for, the comparable GAAP measure. The following is a reconciliation of consolidated net income, the most directly comparable GAAP measure, to NFE for the fiscal years ended September 30:

<i>(Thousands, except per share data)</i>	2025	2024	2023
Net income	\$ 335,627	\$ 289,775	\$ 264,724
Add:			
Unrealized (gain) loss on derivative instruments and related transactions	(12,126)	19,574	(38,081)
Tax effect	2,882	(4,652)	9,050
Effects of economic hedging related to natural gas inventory ⁽¹⁾	4,242	(18,192)	34,699
Tax effect	(1,008)	4,323	(8,246)
Gain on equity method investment	—	—	(300)
Tax effect	—	—	(19)
NFE	\$ 329,617	\$ 290,828	\$ 261,827
Basic earnings per share	\$ 3.35	\$ 2.94	\$ 2.73
Add:			
Unrealized (gain) loss on derivative instruments and related transactions	(0.12)	0.20	(0.39)
Tax effect	0.03	(0.05)	0.09
Effects of economic hedging related to natural gas inventory ⁽¹⁾	0.04	(0.18)	0.36
Tax effect	(0.01)	0.04	(0.09)
Basic NFE per share	\$ 3.29	\$ 2.95	\$ 2.70

(1) Effects of hedging natural gas inventory transactions where the economic impact is realized in a future period.

NFE by reportable segment and other business operations for the fiscal years ended September 30, are as follows:



New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

Natural Gas Distribution

General

NJNG consists of regulated utility operations that provide natural gas service to residential and commercial customers. NJNG's service territory includes Burlington, Middlesex, Monmouth, Morris, Ocean and Sussex counties in New Jersey. It encompasses 1,538 square miles, covering 109 municipalities with an estimated population of 1.7 million people. It is primarily suburban, highlighted by approximately 100 miles of New Jersey coastline. It is in close proximity to New York City, Philadelphia and the metropolitan areas of northern New Jersey, and is accessible through a network of major roadways and mass transportation.

NJNG's business is subject to various risks, such as those associated with adverse economic conditions, which can negatively impact customer growth and operating and financing costs; fluctuations in commodity prices, which can impact customer usage; certain regulatory actions; environmental remediation; and changes in how customers consume energy. It is often difficult to predict the impact of trends associated with these risks. NJNG employs strategies to pursue customer conversions from other fuel sources and monitor new construction markets through contact with developers, utilize incentive programs through BPU-approved mechanisms to reduce natural gas costs, pursue rate and other regulatory strategies designed to stabilize and decouple gross margin, and work actively with consultants and the NJDEP to manage expectations related to its obligations associated with its former MGP sites.

Operating Revenues/Throughput

For the fiscal years ended September 30, operating revenues and throughput by customer class for NJNG are as follows:

(\$ in thousands)	2025		2024		2023	
	Operating Revenue	Bcf	Operating Revenue	Bcf	Operating Revenue	Bcf
Residential	\$ 781,289	47.8	\$ 642,352	44.5	\$ 643,756	43.4
Commercial and other	161,544	9.1	124,127	8.5	137,343	8.4
Firm transportation	107,749	11.7	86,138	11.7	79,537	12.1
Total residential and commercial	1,050,582	68.6	852,617	64.7	860,636	63.9
Interruptible/off-tariff agreements/other	10,811	31.0	9,950	25.8	9,996	29.5
Total system	1,061,393	99.6	862,567	90.5	870,632	93.4
BGSS incentive programs ⁽¹⁾	241,224	60.5	157,265	67.7	142,001	34.9
Total	\$ 1,302,617	160.1	\$ 1,019,832	158.2	\$ 1,012,633	128.3

⁽¹⁾ Does not include 5.9, 17.3 and 37.7 Bcf for the capacity release program and related amounts of approximately \$0.5M, \$0.8M and \$0.9M, which are recorded as a reduction of natural gas purchases on the Consolidated Statements of Operations during fiscal 2025, 2024 and 2023, respectively.

In fiscal 2025, no single customer represented more than 10% of consolidated operating revenues.

Seasonality of Natural Gas Revenues

Therm sales are significantly affected by weather conditions, with customer demand being greatest during the winter months when natural gas is used for heating purposes. The relative measurement of the impact of weather is in Degree-days. Degree-day data is used to estimate amounts of energy required to maintain comfortable indoor temperature levels based on each day's average temperature. Each degree of temperature below 65 degrees Fahrenheit is counted as one heating Degree-day. Normal heating Degree-days are based on a 20-year average, calculated based on three reference areas representative of NJNG's service territory.

CIP, a mechanism authorized by the BPU, stabilizes NJNG's Utility Gross Margin, regardless of variations in weather. In addition, CIP decouples the link between Utility Gross Margin and customer usage, allowing NJNG to promote energy conservation measures. Recovery of Utility Gross Margin is subject to additional conditions, including an earnings test, a revenue test and an evaluation of BGSS-related savings achieved over a 12-month period. The BPU approved the continuation of the CIP program with no expiration date.

Concurrent with its annual BGSS filing, NJNG files for an annual review of its CIP, at which time it can request rate changes, as appropriate. For additional information regarding CIP, including rate actions and impact to margin, see *Note 4. Regulation* in the accompanying Consolidated Financial Statements and *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations-Natural Gas Distribution*.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

Natural Gas Supply

Firm Natural Gas Supplies

In fiscal 2025, NJNG purchased natural gas from approximately 63 suppliers under contracts ranging from one day to seven months and purchased over 10% of its natural gas from two suppliers. NJNG believes the loss of either of these suppliers would not have a material adverse impact on its results of operations, financial position or cash flows, as an adequate number of alternative suppliers exist. NJNG believes that its supply strategy should adequately meet its expected firm load for the upcoming winter season.

Firm Transportation and Storage Capacity

NJNG maintains agreements for firm transportation and storage capacity with several interstate pipeline companies to take delivery of firm natural gas supplies, which ensures the ability to reliably service its customers. NJNG receives natural gas at 11 citygate stations located in Burlington, Middlesex, Morris and Passaic counties in New Jersey.

The pipeline companies that provide firm transportation service to NJNG's citygate stations, the maximum daily deliverability of that capacity and the contract expiration dates are as follows:

Pipeline	Dths ⁽¹⁾	Expiration
Transcontinental Gas Pipe Line Company, LLC	425,531	2026 to 2039
Texas Eastern Transmission, LP	390,738	2026 to 2027
Columbia Gas Transmission, LLC	50,000	2027 to 2030
Tennessee Gas Pipeline Company, LLC	35,894	2028 to 2029
Algonquin Gas Transmission, LLC	12,000	2027
Total	914,163	

(1) Numbers are shown net of any capacity release contracted amounts.

Eastern Gas Transmission and Storage, Inc., Tennessee Gas Pipeline Company, LLC, Transcontinental Gas Pipe Line Company, LLC and Adelphia provide NJNG upstream firm contract transportation service and supply pipelines included in the table above.

In addition, NJNG has storage contracts that provide an additional 102,941 Dths of maximum daily deliverability to NJNG's citygate stations from storage fields in its Northeast market area. The storage suppliers, the maximum daily deliverability of that storage capacity and the contract expiration dates are as follows:

Pipeline	Dths	Expiration
Texas Eastern Transmission, LP	94,557	2027
Transcontinental Gas Pipe Line Company, LLC	8,384	2028
Total	102,941	

NJNG also has upstream storage contracts. The maximum daily deliverability and contract expiration dates are as follows:

Company	Dths	Expiration
Eastern Gas Transmission and Storage, Inc.	286,829	2028 to 2030
Steckman Ridge	70,000	2027
Stagecoach Pipeline and Storage Company, LLC	47,065	2028
Total	403,894	

NJNG utilizes its transportation contracts to transport natural gas to NJNG's citygates from the Eastern Gas Transmission and Storage, Inc., Steckman Ridge and Stagecoach Pipeline & Storage Company LLC storage fields. NJNG has sufficient firm transportation, storage and supply capacity to fully meet its customer demand for natural gas within its service territory.

Peaking Supply

To manage its winter peak day demand, NJNG maintains two LNG facilities with a combined deliverability of approximately 170,000 Dths/day, which represents approximately 17% of its estimated peak day sendout. NJNG's liquefaction facility allows NJNG to convert natural gas into LNG to fill NJNG's existing LNG storage tanks. See *Item 2. Properties-Natural Gas Distribution* for additional information regarding the LNG storage facilities.

New Jersey Resources Corporation

Part I

ITEM 1. BUSINESS (Continued)

Basic Gas Supply Service

BGSS is a BPU-approved clause designed to allow for the recovery of natural gas commodity costs on an annual basis. The clause requires all New Jersey natural gas utilities to make an annual filing by each June 1 for review of BGSS rates and to request a potential rate change effective the following October 1. The BGSS also allows each natural gas utility to provisionally increase residential and small commercial customer BGSS rates on December 1 and February 1 for up to a 5% increase to the average residential heat customer's bill on a self-implementing basis with proper notice. Such increases are subject to subsequent BPU review and final approval.

In addition to making periodic rate adjustments to reflect changes in commodity prices, NJNG is also permitted to refund or credit back a portion of the commodity costs to customers when the natural gas commodity costs decrease in comparison to amounts projected or to amounts previously collected from customers. Decreases in the BGSS rate and BGSS refunds can be implemented with five days' notice to the BPU. Rate changes, as well as other regulatory actions related to BGSS, are discussed further in *Note 4. Regulation* in the accompanying Consolidated Financial Statements.

Wholesale natural gas prices are, by their nature, volatile. NJNG mitigates the impact of volatile price changes on customers through the use of financial derivative instruments, which are part of its storage incentive program and its BGSS clause.

Future Natural Gas Supplies

NJNG expects to meet the natural gas requirements for existing and projected firm customers. If NJNG's long-term natural gas requirements change, NJNG expects to renegotiate and restructure its contract portfolio to better match the changing needs of its customers and changing natural gas supply landscape.

Regulation and Rates

State

NJNG is subject to the jurisdiction of the BPU with respect to a wide range of matters such as base rates and regulatory rider rates, the issuance of securities, the safety and adequacy of service, the manner of keeping its accounts and records, the sufficiency of natural gas supply, pipeline safety, environmental issues, compliance with affiliate standards and the sale or encumbrance of its properties. See *Note 4. Regulation* in the accompanying Consolidated Financial Statements for additional information regarding NJNG's rate proceedings.

Federal

FERC regulates rates charged by interstate pipeline companies for the transportation and storage of natural gas. This may affect NJNG's agreements with several interstate pipeline companies for the cost of the purchase of such services. Costs associated with these services are currently recoverable through the BGSS.

Competition

Although its franchises are nonexclusive, NJNG is not currently subject to competition from other natural gas distribution utilities with regard to the transportation of natural gas in its service territory. Due to significant distances between NJNG's current large industrial customers and the nearest interstate natural gas pipelines, as well as the availability of its transportation tariff, NJNG currently does not believe it has significant exposure to the risk that its distribution system will be bypassed. Competition does exist from suppliers of oil, electricity and propane. Natural gas prices are a function of market supply and demand. Although NJNG believes natural gas will remain competitive with alternative fuels, no assurance can be given in this regard.

The BPU, within the framework of the EDECA, fully opened NJNG's residential markets to competition, including third-party suppliers, and restructured rates to segregate its BGSS and delivery (i.e., transportation) prices. New Jersey's natural gas utilities must provide BGSS in the absence of a third-party supplier. On September 30, 2025, NJNG had 13,121 residential and 7,846 commercial and industrial customers utilizing the transportation service.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

Clean Energy Ventures

CEV owns and operates clean energy projects, including commercial solar installations located in seven states, including New Jersey, Rhode Island, New York, Connecticut, Michigan, Indiana and Pennsylvania.

As of September 30, 2025, CEV has approximately 479 MW of solar capacity in service, including a combination of net-metered and grid-connected commercial solar systems.

CEV operated a residential solar portfolio, which provided qualifying homeowners with the opportunity to have a solar system installed at their home in exchange for monthly lease payments and with no installation or maintenance expenses. On November 25, 2024, CEV completed the sale of its residential solar portfolio and related assets and liabilities to a third party. See *Note 17. Dispositions* for more information regarding the transaction.

CEV's commercial solar projects are sourced through various channels and include both net-metered and grid-connected systems. Net-metered projects involve the sale of energy to a host and grid-connected systems into the wholesale energy markets. Project construction is competitively sourced through third parties. New Jersey has one of the 15 largest solar markets in the U.S., according to the Solar Energy Industries Association®, with a large number of firms competing in all facets of the market including development, financing and construction.

Our solar systems located in New Jersey are registered and certified with the BPU's Office of Clean Energy and qualified to produce RECs. One REC is created for every MWh of electricity produced by a solar generator. CEV sells SRECs generated to a variety of counterparties, including electric load-serving entities that serve electric customers in New Jersey and are required to comply with the solar carve-out of the Renewable Portfolio Standard, a regulation that requires the increased production of energy from renewable energy sources.

In December 2019, the BPU established the TREC as the interim program successor to the SREC program. TRECs provide a fixed compensation base multiplied by an assigned project factor in order to determine their value. The project factor is determined by the type and location of the project, as defined. All TRECs generated are required to be purchased monthly by a TREC program administrator as appointed by the BPU.

In July 2021, the BPU approved the first portion of the solar successor program for net-metered projects under 5 MWs. Incentives are structured as a 15-year fixed incentive ranging from \$85 to \$130/MWh depending on market segment, project siting and size. The second phase of the successor program, the CSI program, was established in December 2022. The CSI program was designed to encourage grid scale solar generation with a goal of incentivizing development of at least 300 MW of solar annually until 2026. Solicitations take place annually, and all projects that meet pre-qualification requirements will compete on price only.

CEV is subject to various risks including those associated with adverse federal and state legislation and regulatory policies, electric grid connection, supply chain and/or construction delays that can impact the timing or eligibility of tax incentives, technological changes and the future market of RECs. See *Item 1A. Risk Factors* for additional information regarding these risks.

Energy Services

ES consists of unregulated wholesale and retail natural gas operations and provides producer and asset management services to a diverse customer base across North America. ES has acquired contractual rights to natural gas transportation and storage assets it utilizes to implement its strategic and opportunistic market strategies. The rights to these assets were acquired in anticipation of delivering natural gas, performing asset management services for customers or identifying strategic opportunities that exist in or between the market areas that it serves. These opportunities are driven by price differentials between market locations and/or time periods. ES differentiates itself in the marketplace based on price, reliability and quality of service. Its competitors include wholesale marketing and trading companies, utilities, natural gas producers and financial institutions. ES's portfolio of customers includes regulated natural gas distribution companies, industrial companies, electric generators, natural gas/liquids processors, retail aggregators, wholesale marketers and natural gas producers.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

While focusing on maintaining a low-risk operating and counterparty credit profile, ES's activities specifically consist of the following elements:

- Providing natural gas portfolio management services to electric generation facilities, natural gas producers and natural gas utilities;
- Managing strategies for new and existing natural gas transportation and storage assets to capture value from changes in price due to location or timing differences;
- Managing transactional logistics to minimize the cost of natural gas delivery to customers while maintaining security of supply. Transactions utilize the most optimal and advantageous natural gas supply transportation routing available within its contractual asset portfolio and various market areas; and
- Managing economic hedging programs that are designed to mitigate the impact of changes in market prices on Financial Margin generated on its natural gas transportation and storage commitments.

In an effort to deliver more predictable earnings contributions, reduce earnings volatility and monetize the value of its natural gas transportation portfolio, ES entered into a series of AMAs in December 2020 with an investment grade public utility to release pipeline capacity associated with certain natural gas transportation contracts. The AMAs include a series of initial and permanent releases, which commenced in November 2021. NJR received a total of approximately \$260M in cash from fiscal 2022 through fiscal 2024 and will receive approximately \$34M per year from fiscal 2025 through fiscal 2031 under the agreements.

During fiscal 2025, ES purchased more than 10% of its natural gas from one supplier. ES believes the loss of this supplier would not have a material adverse impact on its results of operations, financial position or cash flows, as an adequate number of alternative suppliers exist.

Transportation and Natural Gas Storage Transactions

ES focuses on creating value from the use of its physical assets, which are typically amassed through contractual rights to natural gas transportation and storage capacity. These assets become more valuable when favorable price changes occur that impact the value between or within market areas and across time periods. On a forward basis, ES may hedge these price differentials through the use of financial instruments. In addition, ES may seek to optimize these assets on a daily basis, as market conditions warrant, by evaluating natural gas supply and transportation availability within its portfolio. This enables ES to capture geographic pricing differences across various regions, as delivered natural gas prices may change favorably as a result of market conditions. ES may, for example, initiate positions when intrinsic Financial Margin is present, and then enhance that Financial Margin as prices change across regions or time periods.

ES also engages in park and loan transactions with storage and pipeline operators, where ES will either borrow (receive a loan of) natural gas with an obligation to repay the storage or pipeline operator at a later date or "park" natural gas with an obligation to withdraw at a later date. In these cases, ES evaluates the economics of the transaction to determine if it can capture pricing differentials in the marketplace and generate Financial Margin. ES evaluates deal attributes such as fixed fees and calendar-spread value from deal inception until volumes are scheduled to be returned and/or repaid, as well as the time value of money. If this evaluation demonstrates that Financial Margin exists, ES may enter into the transaction and hedge with natural gas futures contracts, thereby locking in Financial Margin.

ES maintains inventory balances to satisfy existing or anticipated sales of natural gas to its counterparties and/or to create additional value, as described above. During fiscal 2025 and 2024, ES managed and sold 108.6 Bcf and 125.3 Bcf of natural gas, respectively. In addition, as of September 30, 2025 and 2024, ES had 13.2 Bcf and 13.1 Bcf of natural gas in storage, respectively.

Weather/Seasonality

ES activities are typically seasonal in nature as a result of changes in the supply and demand for natural gas. Demand for natural gas is generally higher during the winter months when there may also be supply constraints; however, during periods of milder temperatures, demand can decrease. In addition, demand for natural gas can also be high during periods of extreme heat in the summer months, resulting from the need for additional natural gas supply for natural gas-fired electric generation facilities. Accordingly, ES can be subject to variations in earnings and working capital throughout the year as a result of changes in weather.

New Jersey Resources Corporation

Part I

ITEM 1. BUSINESS (Continued)

Volatility

ES's activities are also subject to price volatility or supply/demand dynamics within its North American wholesale markets, including in the Northeastern, Appalachian, Mid-Continent and Southeast regions. Changes in natural gas supply can affect capacity values and ES's Financial Margin, which, as described below, is generated from the optimization of transportation and storage assets. With its focus on risk management, ES continues to diversify its revenue stream by identifying new growth opportunities in producer and asset management services. ES monitors changing market dynamics and strategically adjusts its portfolio of transportation and storage assets, which currently includes an average of approximately 13.7 Bcf of firm storage and 0.6 Bcf of firm transportation capacity.

Financial Margin

To economically hedge the commodity price risk associated with its existing and anticipated commitments for the purchase and sale of natural gas, ES enters into a variety of derivative instruments including, but not limited to, futures contracts, physical forward contracts, financial swaps and options. These derivative instruments are accounted for at fair value with changes in fair value recognized in earnings as they occur. ES views Financial Margin, a non-GAAP financial measure, as a key internal financial metric. For additional information regarding Financial Margin, see *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations-Energy Services*.

Risk Management

In conducting its business, ES mitigates risk by following formal risk management guidelines, including transaction limits, segregation of duties and formal contract and credit review approval processes. ES continuously monitors and seeks to reduce the risk associated with its counterparty credit exposures. Our Risk Management Committee oversees compliance with these established guidelines.

Storage and Transportation

S&T includes investments in FERC-regulated interstate natural gas storage and transportation assets and comprises NJR Midstream Company, which owns and operates Leaf River, FERC-regulated Adelphia, and NJR Steckman Ridge Storage Company, which holds our 50% equity method investment in Steckman Ridge.

Leaf River

Leaf River is a salt dome cavern natural gas storage facility located in southeastern Mississippi. The facility consists of three salt caverns with a combined natural gas storage capacity of 32.2M Dths. A 40-mile, dual 24-inch pipeline header system provides interconnections with seven different pipelines—Tennessee Gas Pipeline, Destin Pipeline, Transcontinental Pipeline, Southern Natural Gas Pipeline, Midcontinent Express Pipeline, Gulf South Pipeline and Venture Oil & Gas Pipeline—and serves as a bridge between the Northeast, Mid-Atlantic and Southeast markets. Leaf River provides reliable storage and balancing services to utilities, pipelines, marketers and power markets in the Gulf and Southeast regions.

Adelphia

Adelphia operates a FERC-regulated interstate natural gas transmission pipeline system in eastern Pennsylvania, providing firm and interruptible natural gas transportation service. The Adelphia pipeline system extends from Lower Mount Bethel Township in North Hampton County to Marcus Hook in Delaware County. Adelphia provides up to 850,000 Dths of natural gas per day to constrained energy markets in the greater Philadelphia region and serves customers from local distributors and producers to electric generators and wholesale marketers through its pipeline and storage assets.

Steckman Ridge

Steckman Ridge is a Delaware limited partnership, jointly owned and controlled by our subsidiaries and subsidiaries of Enbridge Inc., which built, owns and operates a natural gas storage facility with up to 12 Bcf of working natural gas capacity in Bedford County, Pennsylvania. The facility has direct access to the TETCO and Eastern Gas Transmission and Storage, Inc. pipelines and has access to the Northeast and Mid-Atlantic markets.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

OTHER BUSINESS OPERATIONS

Home Services and Other

HSO operations consist primarily of the following unregulated affiliates:

- NJR Home Services, Inc., which provides heating, ventilation and cooling service, electrical and generator service and installations, sales and installation of appliances;
- NJR Plumbing Services, Inc., which provides plumbing repair and installation services;
- New Jersey Resources Corporation, a diversified energy services holding company;
- CR&R, which holds commercial real estate; and
- NJR Service Corporation, which provides shared administrative and financial services to the Company and all its subsidiaries and affiliates.

ENVIRONMENT

We, along with our subsidiaries, are subject to legislation and regulation by federal, state and local authorities with respect to environmental matters. We believe that we are, in all material respects, in compliance with all applicable environmental laws and regulations.

NJNG is responsible for the environmental remediation of identified former MGP sites, which contain contaminated residues from former gas manufacturing operations that ceased at these sites by the mid-1950s and, in some cases, had been discontinued many years earlier. NJNG periodically, and at least annually, performs an environmental review of the former MGP sites, including a review of potential estimated liabilities related to the investigation and remedial action on these sites. Based on this review, NJNG has estimated that the total future expenditures to remediate and monitor the former MGP sites for which it is responsible will range from approximately \$144.3M to \$200.2M.

NJNG's estimate of these liabilities is based upon known and measurable facts, existing technology and enacted laws and regulations in place when the review was completed in fiscal 2025. Where it is probable that costs will be incurred, and the information is sufficient to establish a range of possible liability, NJNG accrues the most likely amount in the range. If no point within the range is more likely than the other, it is NJNG's policy to accrue the lower end of the range. As of September 30, 2025, NJNG recorded an MGP remediation liability and a corresponding regulatory asset of \$167.0M on the Consolidated Balance Sheets, based on the most likely amount; however, actual costs may differ from these estimates.

HUMAN CAPITAL RESOURCES

Employee Overview

NJR fundamentally believes that its employees make the Company a unique, successful organization – in commitment, ingenuity, hard work and innovation. NJR employees fulfill the responsibilities that enable the Company to deliver natural gas service to its customers, be a leader in clean energy investments, grow its storage and transportation energy business, and earn the loyalty of its retail home services customers. NJR also is committed to provide appropriate resources to ensure its employees' safety. Through initiatives that start at the top, NJR has invested time, energy and human resources to foster a culture in which safety is top-of-mind at all times and achieving safety goals is a shared priority for every NJR employee.

As of September 30, 2025, the Company and our subsidiaries employed 1,376 employees compared with 1,372 employees as of September 30, 2024. Of the total number of employees, NJNG had 514 and 510 and NJRHS had 117 and 118 Union or represented employees as of September 30, 2025 and 2024, respectively. NJNG and NJRHS have collective bargaining agreements with the Union, which is affiliated with the American Federation of Labor and Congress of Industrial Organizations. NJNG and the Union agreed and ratified a contract on August 6, 2025, expiring in December 2026. The collective bargaining agreement between NJRHS and the Union was agreed and ratified on July 29, 2025, and expires in April 2029. The labor agreements cover wage increases and other benefits, including the defined benefit pension (which was closed to all employees hired on or after January 1, 2012, with the exception of certain rehires who are eligible to resume active participation), the postemployment benefit plan (which was closed to all employees hired on or after January 1, 2012) and the enhanced 401(k) retirement savings plan. We consider our relationship with employees, including those covered by collective bargaining agreements, to be in good standing.

New Jersey Resources Corporation
Part I

ITEM 1. BUSINESS (Continued)

The Company depends on its key personnel to successfully operate its businesses, including its executive officers, senior corporate management and management at its operating units. NJR seeks to attract and retain its employees by offering competitive compensation packages including base and incentive compensation (and in certain instances share-based compensation and retention incentives), attractive benefits and opportunities for advancement and rewarding careers. NJR periodically reviews and adjusts, if needed, its employees' total compensation (including salaries, annual cash incentive compensation, other cash and equity incentives and benefits) to ensure that it is competitive within the industry and is consistent with our level of performance. NJR has also implemented enterprise-wide talent development and succession planning programs designed to identify future talent for key positions. To promote a collaborative and rewarding work environment and support the communities we serve, NJR sponsors numerous charitable and philanthropic programs.

Further, in order to take advantage of available opportunities and successfully implement our long-term strategy, NJR must be able to employ, train and retain the necessary skilled employees. As a result, NJR supports and utilizes various training and educational programs and has developed additional company-wide and project-specific employee training and educational programs. NJR continues key programs focused on employee safety, leadership development, work-life balance, talent management, health and wellness and employee engagement. Moreover, employee engagement is integral to NJR's vision, strategy and business success. Fostering an inclusive environment that values ethics helps create an organization that is able to embrace, leverage and respect the differences of employees, customers and the communities where we live, work and serve. We are proud of the strides we have made in increasing employee engagement. Complementing our efforts are our employee-led Business Resource Groups, cross-functional teams of employees whose core mission is to advance their own professional development and cultivate deeper connections with co-workers and communities.

NJR periodically evaluates employees and their productivity against future demand expectations and historical trends. NJR conducts an annual employee survey designed to help the Company measure overall employee engagement. The feedback employees provide through the survey helps NJR evaluate the Company's culture and the employee experience and monitor its current practices for potential areas of improvement. NJR employees continue to maintain high levels of engagement, satisfaction and retention according to NJR's most recent survey conducted in March 2025.

NJR Board of Directors' Role in Human Capital Resource Management

NJR's Board of Directors believes that human capital management is an important component of the Company's continued growth and success, and is essential for our ability to attract, retain and develop talented and skilled employees. We pride ourselves on a culture that is innovative, talent- and team-focused and inclusive.

Management regularly reports to the LDCC of the Board of Directors on human capital management topics, including corporate culture, employee development, compensation and benefits. The LDCC maintains oversight of matters related to human capital management, including talent retention, development and succession planning, and the Board of Directors provides input on important decisions in each of these areas. The annual employee survey is reviewed by the LDCC as part of its oversight of employee engagement and NJR's corporate culture.

Employee Benefits

The LDCC believes employee benefits are an essential component of the Company's competitive total rewards package. These benefits are designed to attract and retain our employees and include medical, vision and dental insurance, short- and long-term disability insurance, accidental death and disability insurance, travel and accident insurance and our 401(k) Plan. As part of the 401(k) Plan, NJR matches 100% of the first 3% and 80% of the next 3% of base compensation contributed by the employee into the 401(k) Plan, subject to the Internal Revenue Code and NJR's 401(k) Plan limits. Additionally, for employees who are not eligible to participate in the defined benefit plans, NJR annually contributes between 4% and 5% of base compensation, depending upon years of service, into the 401(k) Plan on their behalf.

AVAILABLE INFORMATION AND CORPORATE GOVERNANCE DOCUMENTS

The following reports and any amendments to those reports are available on our website at <https://investor.njresources.com/financials/sec-filings> as soon as reasonably possible after filing or furnishing them with the SEC:

- Annual reports on Form 10-K;
- Quarterly reports on Form 10-Q; and
- Current reports on Form 8-K.

New Jersey Resources Corporation

Part I

ITEM 1. BUSINESS (Continued)

The following documents are available on our website at <https://investor.njresources.com/governance/governance-documents>:

- NJR Code of Conduct;
- Amended and Restated Bylaws;
- Corporate Governance Guidelines;
- Wholesale Trading Code of Conduct;
- Dodd-Frank Compensation Recoupment Policy;
- Supplemental Clawback Policy;
- Insider Trading Policy;
- Charters of the following Board of Directors Committees: Audit, Nominating/Corporate Governance and Leadership Development and Compensation;
- Audit Complaint Procedure;
- Communicating with Non-Management Directors Procedure;
- Statement of Policy with Respect to Related Person Transactions; and
- Legal Procedure.

In Part III of this Form 10-K, we incorporate certain information by reference from our Proxy Statement for our 2026 Annual Meeting of Shareowners. We expect to file the Proxy Statement with the SEC on or about December 10, 2025. We will make it available on our website as soon as reasonably possible following the filing date. Please refer to the Proxy Statement when it is available.

A printed copy of each document is available free of charge to any shareowner who requests it by contacting the Corporate Secretary at New Jersey Resources Corporation, 1415 Wyckoff Road, Wall, New Jersey 07719.

INFORMATION ABOUT OUR EXECUTIVE OFFICERS

The Company's Executive Officers and their age, position and business experience during the past five years are below.

Name	Age	Officer since	Business experience during last five years
Stephen D. Westhoven	57	2004	President and CEO (October 2019 - present)
Roberto Bel	52	2019	SVP and Chief Financial Officer (January 2022 - present) Vice President, Treasury and Investor Relations (April 2019 - December 2021)
Patrick J. Migliaccio	51	2013	SVP and Chief Operating Officer (January 2022 - present) SVP and Chief Financial Officer (January 2016 - December 2021)
Amy Cradic	54	2018	SVP and Chief Operating Officer of Nonutility Businesses, Strategy and External Affairs (March 2020 - present)
Richard Reich	50	2016	SVP and General Counsel (June 2022 - present) SVP, General Counsel and Corporate Secretary (September 2021 - June 2022) Corporate Secretary and Assistant General Counsel (January 2016 - September 2021)
Lori DelGiudice	50	2023	SVP, Human Resources (November 2022 - present) Vice President of Human Resources for Honeywell Advanced Materials (September 2017 - October 2022)
Jacqueline K. Shea	61	2016	SVP and CIO (January 2023 - present) Vice President and CIO (June 2016 - December 2022)
Stephen M. Skrocki	49	2023	Corporate Controller (Principal Accounting Officer) (January 2023 - present) Corporate Controller (January 2021 - December 2022) Assistant Corporate Controller (March 2017 - January 2021)

ITEM 1A. RISK FACTORS

When considering any investment in our securities, investors should consider the following risk factors, as well as the information contained under the caption "Information Concerning Forward-Looking Statements," in analyzing our present and future business performance. While this list is not exhaustive, management also places no priority or likelihood based on their descriptions or order of presentation. Listed below, not necessarily in order of importance or probability of occurrence, are the most significant risk factors applicable to us. Unless indicated otherwise or the content requires otherwise, references below to "we," "us," and "our" should be read to refer to the Company and its subsidiaries and affiliates.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

Risks Related to Our Business Operations

Our investments in solar energy projects are subject to substantial risks and uncertainties. There are risks associated with our ability to execute on our investment strategy of clean energy projects, which includes our ability to develop and manage such projects profitably. These include logistical risks and potential delays related to construction, permitting and regulatory approvals (including any approvals by the BPU required pursuant to solar energy legislation in the State of New Jersey, and similar approvals required by the other states where our solar projects are located); electric grid interconnection delays associated with the PJM Interconnection, LLC queue reform process; and the operational risk that the projects in service will not perform according to expectations due to equipment failure, suboptimal weather conditions or other economic factors beyond our control. All of the aforementioned risks could reduce the availability of viable solar energy projects for development. Furthermore, at the development or acquisition stage, our ability to predict actual performance results may be hindered or inaccurate and the projects may not perform as predicted.

In addition, our investments in solar energy projects are dependent, in part, upon current state regulatory incentives and federal tax credits in order for the projects to be economically viable. Our return on investment for these solar projects is based substantially on our eligibility for ITCs and the future market value of RECs that are traded in a competitive marketplace in the State of New Jersey. These projects face the risk that the current state regulatory programs and tax laws may expire or be adversely modified. A sustained decrease in the value of RECs could negatively impact the return on our investments and could impair our portfolio of solar assets.

Actions or limitations to address concerns over climate change, both globally and within our utilities' service areas, may affect our operations and financial performance. Legislative, regulatory and advocacy efforts at the local, state and national levels concerning climate change and other environmental issues could have significant impacts on our operations. The natural gas utility industry may be affected by proposals to curb greenhouse gas and other air emissions. Various regulatory and legislative proposals have been made to limit or further restrict byproducts of combustion, including byproducts resulting from the use of natural gas by our customers. In addition, regionally, a number of regulatory and legislative initiatives have been passed that are designed to limit greenhouse gas emissions and increase the use of renewable sources of energy, such as the ban of natural gas equipment in new construction in New York and elsewhere in the U.S. In addition, regulatory and legislative initiatives may restrict customers' access to natural gas and/or require or limit natural gas infrastructure in buildings. Other initiatives may seek to promote social interests expressed as energy equity, environmental justice or similar frameworks. Any such legislation could direct and/or restrict the operation and raise the costs of our energy delivery infrastructure as well as the distribution of natural gas to our customers.

Uncertainties associated with our queue of projects could adversely affect our business, results of operations, financial condition and cash flows. Business development projects involve many risks. We are currently engaged in business development projects, including projects in various stages of development tied to renewable energy and decarbonization efforts. Timely completion of our projects is subject to certain risks, including those related to regulatory proceedings regarding permitting and adverse outcomes from legal challenges related to the projects' authorizations from federal and state regulatory agencies. We could also experience issues such as: technological challenges; ineffective scalability; failure to achieve expected outcomes; unsuccessful business models; startup and construction delays; construction cost overruns; disputes with contractors; the inability to negotiate acceptable agreements such as rights-of-way, easements, construction, gas supply or other material contracts; changes in customer demand, perception or commitment; public opposition to projects; marketing risk and changes in market regulation, behavior or prices; market volatility or unavailability, including markets for RNG and its associated attributes or other environmental attributes; the inability to receive expected tax or regulatory treatment; and operating cost increases. Additionally, we may be unable to finance our business development projects at acceptable costs or within a scheduled time frame necessary for completing the project. Any of the foregoing risks, if realized, could result in business development efforts failing to produce expected financial results and the project investment becoming impaired, and such failure or impairment could have an adverse effect on our business, results of operations, financial condition and cash flows.

Our operations are subject to certain risks incidental to handling, storing, transporting and providing customers with natural gas. Our operations, including our natural gas vehicle refueling stations and LNG facilities, are subject to operating hazards and risks, including the handling, storing, transporting and providing customers with natural gas. These risks include failure of the interstate pipeline system, explosions, pollution, release of toxic substances, fires, storms, safety issues and other adverse weather conditions and hazards, each of which could result in damage to or destruction of facilities or damage to persons and property. We could suffer substantial losses should any of these events occur. Although we maintain insurance coverage, insurance may not be sufficient to cover all material expenses related to these risks, and such insurance may be costly.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

We may be unable to obtain governmental approvals, property rights and/or financing for the construction, development and operation of our proposed energy investments and projects in a timely manner or at all. Construction, development and operation of energy investments, such as Leaf River and other natural gas storage facilities, NJNG infrastructure improvements, pipeline transportation systems, such as the Adelphia pipeline project, and solar energy projects, are subject to federal and state regulatory oversight and require certain property rights, such as easements and rights-of-way from public and private property owners, as well as regulatory approvals, including environmental and other permits and licenses for such facilities and systems. We or our joint venture partnerships may be unable to obtain, in a cost-efficient or timely manner, all such needed property rights, permits and licenses to construct and develop our energy facilities and systems. Successful financing of our energy investments requires participation by willing financial institutions and lenders, as well as acquisition of capital at reasonable interest rates. If we do not obtain the necessary regulatory approvals or property rights, or if we are unable to enter into contracts with counterparties at reasonable rates or obtain financing, our assets or equity method investments could be impaired. Such impairment could have a material adverse effect on our financial condition, results of operations and cash flows.

ES's earnings and cash flows are dependent upon optimization of its contractual assets. ES's earnings and cash flows are based, in part, on its ability to optimize its portfolio of contractually based natural gas storage and pipeline assets. The optimization strategy involves utilizing its physical assets to take advantage of differences in natural gas prices between geographic locations and/or time periods. Any change among various pricing points could affect these differentials. In addition, significant increases in the supply of natural gas in ES's market areas, including as a result of increased production along the Marcellus Shale, can reduce ES's ability to take advantage of pricing fluctuations in the future. Changes in pricing dynamics and supply could have an adverse impact on ES's optimization activities, earnings and cash flows. ES incurs fixed demand fees to acquire its contractual rights to transportation and storage assets. Should commodity prices at various locations or time periods change in such a way that ES is not able to recoup these costs from its customers, the cash flows and earnings at ES, and ultimately the Company, could be adversely impacted.

NJNG and ES rely on storage, transportation assets and suppliers, which they do not own or control, to deliver natural gas, which may affect their ability to deliver their products and services. NJNG and ES depend on natural gas pipelines and other transportation and storage facilities owned and operated by third parties to deliver natural gas to wholesale and retail markets and to provide retail energy services to customers. Their ability to provide natural gas for their present and projected sales will depend upon their suppliers' ability to obtain and deliver additional supplies of natural gas, as well as NJNG's ability to acquire supplies directly from new sources. Factors beyond the control of NJNG, its suppliers and the independent suppliers that have obligations to provide natural gas to certain NJNG customers may affect NJNG's ability to deliver such supplies. These factors include other parties' control over the drilling of new wells and the facilities to transport natural gas to NJNG's citygate stations; development of additional interstate pipeline infrastructure; availability of supply sources; third-party pipelines or other midstream facilities interconnected to our gathering or transportation system, such as the TETCO or Transcontinental Pipeline, becoming partially or fully unavailable; competition for the acquisition of natural gas; priority allocations; impact of severe weather disruptions to natural gas supplies; and the regulatory and pricing policies of federal and state regulatory agencies. Energy deregulation legislation may increase competition among natural gas utilities and impact the quantities of natural gas requirements needed for sales service. ES also relies on a firm supply source to meet its energy management obligations to its customers. If supply, transportation or storage is disrupted, including for reasons of force majeure, the ability of NJNG and ES to sell and deliver their products and services may be hindered. As a result, they may be responsible for damages incurred by their customers, such as the additional cost of acquiring alternative supply at then-current market rates. Particularly for ES, these conditions could have a material impact on our financial condition, results of operations and cash flows.

Failure to attract and retain an appropriately qualified workforce could adversely affect operations. Our ability to implement our business strategy and serve our customers is dependent upon our continuing ability to attract and retain talented professionals and a technically skilled workforce, and being able to transfer the knowledge and expertise of our workforce to new employees as our aging employees retire. Failure to hire and adequately train replacement employees, including the transfer of significant internal historical knowledge and expertise to the new employees, or the future availability and cost of contract labor, could adversely affect the ability to manage and operate our business. Disputes with the Union over terms and conditions of the collective bargaining agreements could result in instability in our labor relationship and work stoppages that could impair the timely delivery of natural gas and other services from our utility and Home Services business, which could strain relationships with customers and state regulators and cause a loss of revenues that could adversely affect our results of operations. Our collective bargaining agreements may also increase the cost of employing NJNG and Home Services workforce, affect our ability to continue offering market-based salaries and employee benefits, limit our flexibility in dealing with our workforce and limit our ability to change work rules and practices and implement other efficiency-related improvements to successfully compete in today's challenging marketplace.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

Our success depends upon our ability to attract, effectively transition, motivate and retain key employees and identify and develop talent to succeed senior management. We depend on senior executive officers and other key personnel to develop, implement and execute on our overall business strategy. The inability to recruit and retain or effectively transition key personnel or the unexpected loss of key personnel may adversely affect our operations.

Weather and weather patterns, including normal seasonal fluctuations of weather, as well as extreme weather events that, individually or in aggregate, may be associated with climate change, could adversely affect our ability to manage our operational requirements to serve our customers, and ultimately adversely affect our results of operations and liquidity. NJNG's business is seasonal, and weather patterns can have a material impact on our financial performance. Demand for natural gas is often greater in the summer and winter months associated with cooling and heating. Because natural gas is heavily used for residential and commercial heating, the demand for this product depends heavily upon weather patterns throughout our market areas, and a significant amount of natural gas revenues are recognized in the first and second quarters related to the heating season. Accordingly, our operations have historically generated less revenue and income when weather conditions are milder in the winter and cooler in the summer. Unusually mild winters or cool summers could adversely affect our results of operations and financial position. In addition, exceptionally hot summer weather or unusually cold winter weather could add significantly to working capital needs to fund higher-than-normal supply purchases to meet customer demand for natural gas. While we believe the CIP mitigates the impact of weather variations on NJNG's Utility Gross Margin, severe weather conditions may have an impact on the ability of suppliers and pipelines to deliver the natural gas to NJNG, which can negatively affect our earnings. The CIP does not mitigate the impact of severe weather conditions on our cash flows.

Future results at ES are subject to volatility in the natural gas market due to weather. Variations in weather may affect earnings and working capital needs throughout the year. During periods of milder temperatures, demand and volatility in the natural gas market may decrease, which can negatively impact ES's earnings and cash flows.

Severe weather impacts, including, but not limited to, hurricanes, earthquakes, thunderstorms, high winds, microbursts, wildfires, tornadoes, blizzards and snow or ice storms, can disrupt energy generation, transmission and distribution. Extreme weather conditions, especially those of prolonged duration, create high energy demand on our own and/or other systems and increase the risk that we may be unable to reliably serve customers. Risk of losing gas supply during extreme weather carries significant consequences, as without our services our customers may be subjected to dire circumstances. Additionally, extreme weather conditions may cause the breakdown of or damage to equipment essential to the operation of our assets, and could also raise market prices as we buy short-term energy to serve our own system. To the extent the frequency of extreme weather events increases, this could increase our cost of providing service. In addition, we may not recover all costs related to mitigating these physical and financial risks.

There is also a concern that the physical risks of climate change could include changes in weather conditions, such as changes in the amount or type of precipitation and extreme weather events. Climate change and the costs that may be associated with its impacts have the potential to affect our business in many ways, including increasing the cost incurred in providing natural gas, impacting the demand for and consumption of natural gas (due to change in both costs and weather patterns) and affecting the economic health of the regions in which we operate.

We may be adversely impacted by natural disasters, pandemic illness, war or terrorist activities and other extreme events to which we may be unable to promptly respond. Local or national natural disasters, pandemic illness, actual or threatened acts of war or terrorist activities, including the political and economic disruption and uncertainty related to international conflicts, catastrophic failure of the interstate pipeline system and other extreme events are a threat to our assets and operations. Companies in our industry that are located in our service territory may face a heightened risk due to exposure to acts of terrorism that could target or impact our natural gas distribution, transmission and storage facilities and disrupt our operations and ability to meet customer requirements. In addition, the threat of terrorist activities could lead to increased economic instability and volatility in the price of natural gas that could affect our operations. Natural disasters, political unrest or actual or threatened terrorist activities may also disrupt capital markets and our ability to raise capital or may impact our suppliers or our customers directly.

A local disaster or pandemic illness could result in part of our workforce being unable to operate or maintain our infrastructure or perform other tasks necessary to conduct our business. In addition, these risks could result in loss of human life, significant damage to property, environmental damage, impairment of our operations and substantial loss to the Company. Such uncertain conditions may also impact the ability of certain customers to pay for services, which could affect the collectability and recognition of our revenues and adversely affect our financial results. Our regulators may not allow us to recover from our customers part or all of the increased cost related to the foregoing events, which could negatively affect our financial condition, results of operations and cash flows.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

A slow or inadequate response to events that could cause business interruption may have an adverse impact on operations and earnings. We may be unable to obtain sufficient insurance (or such insurance may be costly) to cover all risks associated with local and national disasters, pandemic illness, terrorist activities, catastrophic failure of the interstate pipeline system and other events, which could increase the risk that an event adversely affects our financial condition, results of operations and cash flows.

Risks Related to Regulations and Litigation

We are subject to governmental regulation. Compliance with current and future regulatory requirements and procurement of necessary approvals, permits and certificates may result in substantial costs to us. We are subject to substantial regulation from federal, state and local authorities. We are required to comply with numerous laws and regulations and to obtain numerous authorizations, permits, approvals and certificates from governmental agencies. These agencies regulate various aspects of our business, including customer rates, services, construction and natural gas pipeline operations.

FERC has regulatory authority over some of our operations, including sales of natural gas in the wholesale and retail markets and the purchase and sale of interstate pipeline and storage capacity, including Steckman Ridge, Leaf River and Adelphia. Any Congressional legislation or agency regulation that would alter these or other similar statutory and regulatory structures in a way to significantly raise costs that could not be recovered in rates from customers, that would reduce the availability of supply or capacity or that would reduce our competitiveness could negatively impact our earnings. In addition, changes in and compliance with laws such as the Pipeline Safety, Regulatory Certainty and Job Creation Act of 2011 could increase federal regulatory oversight and administrative costs that may not be recovered in rates from customers, which could have an adverse effect on our earnings.

We cannot predict the impact of any future revisions or changes in interpretations of existing regulations or the adoption of new laws and applicable regulations. Changes in regulations or the imposition of additional regulations could influence our operating environment and may result in substantial costs to us.

We are involved in legal or administrative proceedings before various courts and governmental bodies that could adversely affect our results of operations, cash flows and financial condition. In the ordinary conduct of business, we are involved in legal or administrative proceedings before various courts and governmental bodies with respect to general claims, rates, permitting, taxes, environmental issues, natural gas cost prudence reviews and other matters. Adverse decisions regarding these matters, to the extent they require us to make payments in excess of amounts provided for in our financial statements or are not covered by insurance or indemnity rights, could adversely affect our results of operations, cash flows and financial condition.

Our costs of compliance with present and future environmental laws are significant and could adversely affect our cash flows and profitability. Our operations are subject to federal, state and local environmental statutes, rules and regulations relating to air quality, water quality, waste management, natural resources and site remediation. Compliance with these laws and regulations may require us to expend financial resources to, among other things, conduct site remediation and perform environmental monitoring. If we fail to comply with applicable environmental laws and regulations, even if we are unable to do so due to factors beyond our control, we may be subject to civil liabilities or criminal penalties and may be required to incur expenditures to come into compliance. Additionally, any alleged violations of environmental laws and regulations may require us to expend resources in our defense against alleged violations.

In July 2019, the State of New Jersey amended the GWRA, which targets 80% reduction in greenhouse gas emissions below 2006 levels economy-wide by 2050. In January 2020, New Jersey released the EMP confirming its commitment to achieve 100% clean energy by 2050, and the GWRA mandate of reducing state greenhouse gas emissions. The EMP addressed New Jersey's energy system, including electric generation, transportation and buildings, and their associated greenhouse gas emissions and related air pollutants. The EMP defines 100% clean energy by 2050 to mean 100% carbon-neutral electric generation and maximum electrification of the transportation and building sectors, which are the greatest carbon emission-producing sectors in the state, to meet or exceed the GWRA emissions reductions goals by 2050. Our goals, to reduce our New Jersey operational emissions by 60% from 2006 levels by 2030 and to achieve net-zero carbon emissions from our New Jersey operations by 2050, may require additional technological, legislative and regulatory developments, the impacts and costs of which may not be fully known at this time.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

In February 2023, the Governor of New Jersey issued two executive orders that established, or accelerated, previously established 2050 targets for clean-sourced electricity and electric heat pump adoption, with target dates of 2030 or 2035, as applicable. An additional executive order opened a proceeding to plan for the future of natural gas utilities in New Jersey. Additionally, New Jersey continues to work on updating the EMP to examine the progress that has been made toward the seven strategies enumerated in the 2019 EMP, as well as to provide an overview of New Jersey's progress toward achieving 100% clean energy by 2035 and an 80% reduction in greenhouse gas emissions by 2050. In addition, the U.S. Congress may from time to time consider various forms of climate change legislation. We are unable to predict the outcomes of these proceedings, but they could have a material impact on our business, results of operations and cash flows.

While the EMP does not place a moratorium or end date on natural gas hook ups, further legislation or rulemaking that de-emphasizes the role of natural gas in providing clean, low-cost energy in the state of New Jersey could put upward pressure on natural gas prices and place customer growth targets at risk. Higher cost levels could impact the competitive position of natural gas and negatively affect our growth opportunities, cash flows and earnings.

Risks related to regulation could affect the rates we are able to charge, various costs and our profitability. NJNG is subject to regulation by federal, state and local authorities. These authorities regulate many aspects of NJNG's distribution and transmission operations, including construction and maintenance of facilities, operations, safety, tariff rates that NJNG can charge customers, rates of return, the authorized cost of capital, recovery of pipeline replacement, environmental remediation costs and relationships with its affiliates. NJNG's ability to timely construct rate-based assets and obtain rate increases, including base rate increases, continue its BGSS incentive and CIP programs and maintain its currently authorized rates of return may be impacted by events, including regulatory or legislative actions. Additionally, in fiscal 2019, NJR began the process of transitioning away from its enterprise platform, which will no longer receive extended support after 2025. The first phase of information technology enhancements and upgrades were placed into service in July 2020. The remaining phases of planned upgrades relate to work order and asset management and customer information systems and experience, which are expected to require significant capital investment. There can be no assurance that NJNG will be able to obtain rate increases and continue its BGSS incentive, CIP, RAC or SAVEGREEN programs and information technology upgrades and enhancements or continue to earn its currently authorized rates of return.

Adelphia is subject to regulation by FERC. FERC regulates many aspects of Adelphia's transmission operations, including construction and maintenance of facilities, operations, safety tariff rates that Adelphia can charge customers, rates of return, the authorized cost of capital, recovery of pipeline replacement and relations with its affiliates. Adelphia's ability to obtain rate increases and maintain its currently authorized rates of return may be impacted by events, including regulatory or legislative actions. There can be no assurance that Adelphia will be able to obtain rate increases or continue to earn its currently authorized rate of return.

Risks Related to Technologies

Cyberattacks, ransomware, terrorism or other malicious acts against, or failure of, operations and information technology systems could adversely affect our business operations, financial condition and results of operations. We continue to place ever-greater reliance on technological tools that support our business operations and corporate functions, including tools that help us manage our natural gas distribution and energy trading operations and infrastructure. The failure of, or security breaches related to, these technologies could materially adversely affect our business operations, financial position, results of operations and cash flows.

We rely on information technology to manage our natural gas distribution and storage, energy trading and other corporate operations; maintain customer, employee, Company and vendor data; and prepare our financial statements and perform other critical business processes. This technology may fail due to cyberattack, physical disruption, design and implementation defects or human error. Disruption or failure of business operations and information technology systems could harm our facilities or otherwise adversely impact our ability to safely deliver natural gas to our customers, serve our customers effectively or manage our assets. Additionally, an attack on, or failure of, information technology systems could result in the unauthorized release of customer, employee or other confidential or sensitive data. Cyberattacks, ransomware, terrorism or other malicious acts could damage, destroy or disrupt these systems for an extended period of time. The energy sector, including natural gas utility companies, has become the subject of cyberattacks with increasing frequency.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

Additionally, the facilities and systems of clients, suppliers and third-party service providers could be vulnerable to the same cyber or terrorism risks as our facilities and systems, and such third-party systems may be interconnected to our systems both physically and technologically. Therefore, an event caused by cyberattacks, ransomware or other malicious acts at an interconnected third party could impact our business and facilities. Any failure or unexpected or unauthorized use of technology systems could result in the unavailability of such systems and could result in a loss of operating revenues, an increase in operating expenses and an increase in costs to repair or replace damaged assets. Any of the above could also result in the loss or release of confidential customer and/or employee information or other proprietary data that could adversely affect our reputation and competitiveness, result in costly litigation and negatively impact our results of operations. These cyberattacks have become more common and sophisticated and, as such, we could be required to incur costs to strengthen our systems and respond to emerging concerns.

There is no guarantee that redundancies built into our networks and technology, or the procedures we have implemented to protect against cyberattacks and other unauthorized access to secured data, will guarantee protection against all failures of technology or security breaches. Furthermore, despite our efforts to investigate, improve and remediate the capability and performance of our information technology system, we may not be able to discover all weaknesses, breaches and vulnerabilities, and failure to do so may expose us to higher risk of data loss and adversely affect our business operations and results of operations.

Failure to keep pace with technological change may limit customer growth and have an adverse effect on our operations. Advances in technology and changes in laws or regulations are reducing the cost of alternative methods of producing and/or consuming energy. In addition, customers are increasingly expecting enhanced communications regarding their electric and natural gas services, which, in some cases, may involve additional investments in technology. Our future success will depend, in part, on our ability to anticipate and successfully adapt to technological changes and to offer services that meet customer demand. Failure to adapt to advances in technology and manage the related costs could make us less competitive and negatively impact our financial condition, results of operations and cash flows.

Risks Related to Our Markets

Major changes in the supply and price of natural gas may affect financial results. While NJRES and NJNG expect to meet customers' demand for natural gas for the foreseeable future, factors affecting suppliers and other third parties, including the inability to develop additional interstate pipeline infrastructure, lack of supply sources, increased competition, further deregulation, transportation costs, possible climate change legislation, energy efficiency mandates or changes in consumer behaviors, transportation availability and drilling for new natural gas resources, may impact the supply and price of natural gas. In addition, any significant disruption in the availability of supplies of natural gas could result in increased supply costs, higher prices for customers and potential supply disruptions to customers.

NJRES and NJNG actively hedge against the fluctuation in the price of natural gas by entering into forward and financial contracts with third parties. Should these third parties fail to perform, and regulators not allow the pass-through of expended funds to customers, it may result in a loss that could have a material impact on our financial condition, results of operations and cash flows.

Supply chain disruptions may adversely affect Company operations. The Company relies on third-party vendors and manufacturers to supply many of the materials necessary for its operations. Global logistics disruptions have impacted the flow of materials and restricted global trade flows. Manufacturers are competing for a limited supply of key commodities and logistical capacity, which has impacted lead times, pricing, supply and demand. Disruptions or delays in receiving materials; price increases from suppliers or manufacturers; or the inability to source needed materials, which has occurred and could reoccur, could adversely affect the Company's results of operations, financial condition and cash flows.

Changes in customer growth may affect earnings and cash flows. NJNG's ability to increase its Utility Gross Margin is dependent upon the new construction housing market, as well as the conversion of customers to natural gas from other fuel sources. During periods of extended economic downturns, prolonged weakness in housing markets or slowdowns in the conversion market, there could be an adverse impact on NJNG's Utility Gross Margin, earnings and cash flows. Furthermore, while our estimates regarding customer growth are based in part upon information from third parties, the estimates have not been verified by an independent source and are subject to the aforementioned risks and uncertainties, which could cause actual results to materially deviate from the estimates.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

Our economic hedging activities that are designed to protect against commodity and financial market risks, including the use of derivative contracts in the normal course of our business, may cause fluctuations in reported financial results and financial losses that negatively impact results of operations and our stock price. We use derivatives, including futures, forwards, options and swaps, to manage commodity and financial market risks. The timing of the recognition of gains or losses associated with our economic hedges in accordance with GAAP does not always coincide with the gains or losses on the items being hedged. The difference in accounting can result in volatility in reported results, even though the expected profit margin is essentially unchanged from the dates the transactions were consummated.

In addition, we could recognize financial losses on these contracts as a result of volatility in the market values of the underlying commodities or if a counterparty fails to perform under a contract. In the absence of actively quoted market prices and pricing information from external sources, the valuation of these financial instruments can involve management's judgment or use of estimates. As a result, changes in the underlying assumptions or use of alternative valuation methods could adversely affect the value of the reported fair value of these contracts.

We are exposed to market risk and may incur losses in our wholesale business. Our transportation and storage portfolio consists of contracts to transport and store natural gas. The value of our transportation and storage portfolio could be negatively impacted if the value of these contracts changes in a direction or manner that we do not anticipate. In addition, upon expiration of these transportation and storage contracts, to the extent that they are renewed or replaced at less favorable terms, our results of operations and cash flows could be adversely affected.

Inflation and increased natural gas costs could adversely impact our customer base and customer collections and increase the Company's level of indebtedness. Inflation has caused, and may continue to cause, increases in certain operating and capital costs. Our regulated businesses have a process in place to review the adequacy of their rates in relation to the increasing cost of providing service and the inherent regulatory lag in adjusting those rates. The ability to control expenses is an important factor that will influence future results.

Rapid increases in the price of purchased gas may cause the Company to experience a significant increase in short-term debt because it must pay suppliers for gas when it is purchased, which can be significantly in advance of when these costs may be recovered through the collection from customers and counterparties for gas delivered. Increases in purchased gas costs could also slow collection efforts as NJNG customers may be more likely to delay the payment of their gas bills, leading to higher-than-normal accounts receivable. This situation could also result in higher short-term debt levels and increased bad debt expense.

Risks Related to Credit and Liquidity

NJR is a holding company and depends on its operating subsidiaries to meet its financial obligations. NJR is a holding company with no significant assets other than possible cash investments and the stock of its operating subsidiaries. We rely exclusively on dividends from our subsidiaries, on intercompany loans from our unregulated subsidiaries and on the repayments of principal and interest from intercompany loans and reimbursement of expenses from our subsidiaries for our cash flows. Our ability to pay dividends on our common stock and to pay principal and interest on our outstanding debt depends on the payment of dividends to us by our subsidiaries or the repayment of loans to us by our subsidiaries. The extent to which our subsidiaries are unable to pay dividends or repay funds to us may adversely affect our ability to pay dividends to holders of our common stock and principal and interest to holders of our debt.

Credit rating downgrades could increase financing costs, limit access to the financial markets and negatively affect NJR and its subsidiaries. Rating agencies Moody's and Fitch currently rate NJNG's debt as investment grade. If such ratings are downgraded below investment grade, borrowing costs could increase, as would the costs of maintaining certain contractual relationships and obtaining future financing. Even if ratings are downgraded without falling below investment grade, NJR and NJNG could face increased borrowing costs under their current and future credit facilities. Our ability to borrow and costs of borrowing have a direct impact on our subsidiaries' ability to execute their operating strategies, particularly in the case of NJNG, which relies heavily upon capital expenditures financed by its credit facility.

If we suffer a reduction in our credit and borrowing capacity or in our ability to issue parental guarantees, the business prospects of ES, CEV and S&T, which rely on our creditworthiness, would be adversely affected. ES could possibly be required to comply with various margin or other credit enhancement obligations under its trading and marketing contracts, and it may be unable to continue to trade or be able to do so only on less favorable terms with certain counterparties. CEV could be required to seek alternative financing for its projects and may be unable to obtain such financing or able to do so only on less favorable terms.

Additionally, lower credit ratings could adversely affect relationships with NJNG's state regulators, who may be unwilling to allow NJNG to pass along increased costs to its natural gas customers.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

If we are unable to access the financial markets or there are adverse conditions in the equity or credit markets, including, but not limited to, inflationary pressures, recessionary pressures or rising interest rates, it could affect management's ability to execute our business plans. We rely on access to both short-term and long-term credit markets as significant sources of liquidity for capital requirements not satisfied by our cash flow from operations. Any deterioration in our financial condition could hamper our ability to access the equity or credit markets or otherwise obtain debt financing on terms favorable to us or at all. In addition, because certain state regulatory approvals may be necessary for NJNG to incur debt, NJNG may be unable to access credit markets on a timely basis.

General economic factors beyond our control might create uncertainty that could increase our cost of capital or impair or eliminate our ability to access the debt, equity or credit markets, including our ability to draw on bank credit facilities. External events could also increase the cost of borrowing or adversely affect our ability to access the financial markets. Such external events could include the following:

- economic weakness and/or political instability in the U.S. or in the regions where we operate;
- political conditions, such as a shutdown of the U.S. federal government;
- financial difficulties of unrelated energy companies;
- capital market conditions generally;
- volatility in the equity markets;
- market prices for natural gas;
- the overall health of the natural gas utility industry; and
- fluctuations in interest rates and increased borrowing costs.

Failure by NJR and/or NJNG to comply with debt covenants may impact our financial condition. Our long-term debt obligations contain financial covenants related to debt-to-capital ratios. These debt obligations also contain provisions that put limitations on our ability to finance future operations or capital needs or to expand or pursue certain business activities. For example, certain of these agreements contain provisions that, among other things, put limitations on our ability to make loans or investments, make material changes to the nature of our businesses, merge, consolidate or engage in asset sales, grant liens or make negative pledges. Furthermore, the debt obligations and our sale leaseback agreements contain covenants and other provisions requiring us to provide timely delivery of accurate financial statements prepared in accordance with GAAP. The failure to comply with any of these covenants could result in an event of default, which, if not cured or waived, could result in the acceleration of outstanding debt obligations and/or the inability to borrow under existing revolving credit facilities and term loans. We have relied, and continue to rely, upon short-term bank borrowings or commercial paper supported by our revolving credit facilities to finance the execution of a portion of our operating strategies. NJNG is dependent on these capital sources to purchase its natural gas supply and maintain its properties. The acceleration of our outstanding debt obligations and our inability to borrow under the existing revolving credit facilities would cause a material adverse change in NJR's and NJNG's financial condition.

Our ability to secure short-term financing is subject to conditions in the credit markets. A prolonged constriction of credit availability could affect management's ability to execute our business plan. An inability to access capital may limit our ability to pursue improvements or acquisitions that we may otherwise rely on for both current operations and future growth. ES and NJNG execute derivative transactions with financial institutions as a part of their economic hedging strategy and could incur losses associated with the inability of a financial counterparty to meet or perform under its obligations as a result of adverse conditions in the credit markets or their ability to access capital or post collateral.

Risks Related to Acquisition and Investment Strategies

Any acquisitions that we may undertake involve risks and uncertainties. We may not realize the anticipated synergies, cost savings and growth opportunities as a result of these transactions. The integration of acquisitions requires significant time and resources. Investments of resources are required to support any acquisition, which could result in significant ongoing operating expenses, and we may experience challenges when combining separate business cultures, information technology systems and employees, and those challenges may divert senior management's time and attention. If we fail to successfully integrate assets and liabilities through the entities which we acquire, we may not fully realize all of the growth opportunities, benefits expected from the transaction, cost savings and other synergies and, as a result, the fair value of assets acquired could be impaired. We assess long-lived assets, including intangible assets associated with acquisitions, for impairment whenever events or circumstances indicate that an asset's carrying amount may not be recoverable. To the extent the value of long-lived assets becomes impaired, the impairment charges could have a material impact on our financial condition and results of operations.

New Jersey Resources Corporation
Part I

ITEM 1A. RISK FACTORS (Continued)

The benefits that we expect to achieve from acquisitions will depend, in part, on our ability to realize anticipated growth opportunities and other synergies with our existing businesses. The success of these transactions will depend on our ability to integrate these transactions within our existing businesses in a timely and seamless manner. Even if we are able to complete an integration successfully, we may not fully realize all the growth opportunities, cost savings and other synergies that we expect.

Investing through partnerships or joint ventures decreases our ability to manage risk. We have utilized joint ventures through partnerships for certain S&T investments. Although we currently have no specific plans to do so, we may acquire interests in other joint ventures or partnerships in the future. In these joint ventures or partnerships, we may not have the right or power to direct the management and policies of the joint ventures or partnerships, and other participants or investors may take action contrary to our instructions or requests and against our policies and objectives. In addition, the other participants may become bankrupt or have economic or other business interests or goals that are inconsistent with those of NJR and our subsidiaries and affiliates. Our financial condition, results of operations or cash flows could be harmed if a joint venture participant acts contrary to our interests.

Risks Related to Tax and Accounting Matters

The cost of providing pension and postemployment health care benefits to employees and eligible former employees is subject to changes in pension fund values, interest rates and demographics and may have a material adverse effect on our financial results. We have two defined benefit pension plans and two OPEB plans for the benefit of eligible full-time employees and qualified retirees, which were closed to all employees hired on or after January 1, 2012. The cost of providing these benefits to eligible current and former employees is subject to changes in the market value of the pension and OPEB fund assets, changing discount rates and changing actuarial assumptions based upon demographics, including longer life expectancy of beneficiaries, an expected increase in the number of eligible former employees over the next five years, impacts from healthcare legislation and increases in health care costs.

Significant declines in equity markets and/or reductions in bond yields can have a material adverse effect on the funded status of our pension and OPEB plans. In these circumstances, we may be required to recognize increased pension and OPEB expenses and/or be required to make additional cash contributions into the plans.

The funded status of these plans, and the related cost reflected in our financial statements, are affected by various factors that are subject to an inherent degree of uncertainty. Under the Pension Protection Act of 2006, losses of asset values may necessitate increased funding of the plans in the future to meet minimum federal government requirements. A significant decrease in the asset values of these plans can result in funding obligations earlier than we had originally planned, which would have a negative impact on cash flows from operations, decrease our borrowing capacity and increase our interest expense.

Changes in tax laws, rates or adverse outcomes resulting from examinations by tax authorities may negatively affect our results of operations, net income, financial condition and cash flows. We are subject to taxation and audit by various taxing authorities at the federal, state and local levels. We cannot predict how our federal and state regulators will apply such tax changes in our future rates. While we believe we comply with all applicable tax laws, rules and regulations in the relevant jurisdictions, tax authorities may elect to audit us and determine that we owe additional taxes, which could result in a significant increase in our liabilities for taxes, interest and penalties in excess of our accrued liabilities.

New tax legislative initiatives may be proposed from time to time, such as proposals for comprehensive tax reform in the U.S., which could impact our effective tax rate and adversely affect our tax positions or tax liabilities. Any revaluation of our deferred tax attributes that may be required in the future could have a material adverse impact on our financial condition and results of operations.

Significant regulatory assets recorded by our regulated companies could be disallowed for recovery from customers in the future. NJNG records regulatory assets on its financial statements to reflect the ratemaking and regulatory decision-making authority of the BPU as allowed by GAAP. The creation of a regulatory asset allows for the deferral of costs, which, absent a mechanism to recover such costs from customers in rates approved by the BPU, would be charged to expense on its income statement in the period incurred. Primary regulatory assets that are subject to BPU approval include the recovery of BGSS and USF costs, remediation costs associated with NJNG's MGP sites, CIP, NJCEP, economic stimulus plans, certain deferred income taxes and pension and OPEB. If there were to be a change in regulatory positions surrounding the collection of these deferred costs, there could be a material impact on NJNG's existing tariff or a future base rate case, as well as our financial condition, results of operations and cash flows.

New Jersey Resources Corporation

Part I

ITEM 1A. RISK FACTORS (Continued)

Adelphia records regulatory assets on its financial statements to reflect the ratemaking and regulatory decision-making authority of FERC as allowed by GAAP. The creation of a regulatory asset allows for the deferral of costs, which, absent a mechanism to recover such costs from customers in rates approved by FERC, would be recorded as a charge to earnings on its Statement of Operations in the period incurred. If there were to be a change in regulatory positions surrounding the collection of these deferred costs, there could be a material impact on Adelphia's existing rates or a future rate case, as well as our financial condition, results of operations and cash flows.

Risks Related to Takeovers

Our restated certificate of incorporation, as amended, and amended and restated bylaws may delay or prevent a transaction that shareowners would view as favorable. Our restated certificate of incorporation, as amended, and amended and restated bylaws, as well as New Jersey law, contain provisions that could delay, defer or prevent an unsolicited change in control of NJR, which may negatively affect the market price of our common stock or the ability of stockholders to participate in a transaction in which they might otherwise receive a premium for their shares over the then-current market price. These provisions may also prevent changes in management. In addition, our Board is authorized to issue preferred stock without stockholder approval on such terms as our Board may determine. Our common shareowners will be subject to, and may be negatively affected by, the rights of any preferred stock that may be issued in the future. In addition, we are subject to the New Jersey Shareholders' Protection Act, which could delay or prevent a change of control of NJR.

We may also be subject to actions or proposals from activist investors or others that may not be aligned with our long-term strategy or the interests of our other stockholders. This may interfere with our ability to execute our strategic plans, cause uncertainty with our regulators and make it more difficult to attract and retain qualified personnel. Moreover, our stock price could be subject to significant fluctuation or otherwise be adversely affected by the events, risks and uncertainties of any investor activism.

ITEM 1B. UNRESOLVED STAFF COMMENTS

None

ITEM 1C. CYBERSECURITY

Cybersecurity Risk Management and Strategy

The Company's Enterprise Risk Assessment process, performed by management annually, is designed to identify significant risks relevant to the Company and to determine both their potential impacts and the rate at which the risk may manifest. Cybersecurity is among the top-tier risks identified in our risk assessment. Risk mitigation efforts are embedded in the Company's operating procedures, internal controls and information systems.

The Company periodically examines its cybersecurity measures, including information technology controls, information security maturity assessments and operating effectiveness. These assessments can be performed through third-party assessments, penetration tests or internal assessments. Assessment results are reported to the Audit Committee and the Board of Directors, and the Company may make modifications to its cybersecurity policies, standards, processes and practices as necessary based on the information provided by these assessments and reviews.

Key components of our cybersecurity risk management program include:

- risk assessments designed to help identify cybersecurity risks to our critical systems, information, services and broader technology environment;
- the use of external service providers with specific expertise, where appropriate, to assess, test or otherwise assist with aspects of our security processes;
- evaluating our cybersecurity capabilities and, where appropriate, implementing effective, up-to-date technologies and processes to enhance them;
- mandatory cybersecurity awareness training for our employees, including incident response personnel and senior management, as well as periodic experiential learning through phishing simulations;
- risk assessments of third-party suppliers and the incorporation of cybersecurity contractual stipulations in our supplier contracts if deemed necessary;
- physical security around sensitive infrastructure and critical cyber systems; and
- intelligence sharing about emerging threats through collaboration with peer companies and government intelligence agencies.

New Jersey Resources Corporation
Part I

ITEM 1C. CYBERSECURITY (Continued)

Enterprise-wide, proactive cybersecurity risk mitigation is imperative to the Company. The Company's cybersecurity efforts and programs align with the National Institute of Standards and Technology's Cybersecurity Framework and meet or exceed the requirements set forth by the BPU. We also utilize the Cybersecurity Capability Maturity Model, or C2M2, from the U.S. Department of Energy to evaluate and improve our cybersecurity processes and programs for our critical infrastructure.

The information set forth under *Part I, Item 1A. Risk Factors - Risks Related to Technologies* of this Annual Report on Form 10-K is hereby incorporated by reference. As of September 30, 2025, our financial position, results of operations, cash flows or business strategy have not been materially affected by risks from cybersecurity threats. However, the Company cannot provide assurance that we will not be materially affected in the future by such risks or any future material incidents.

Cybersecurity Governance

Cybersecurity risk oversight is a responsibility of the Board of Directors. The Board of Directors, through the Audit Committee, provides oversight for matters related to the security of information technology systems and procedures, including data privacy and cybersecurity and related risks.

The Audit Committee oversees the Company's security risk management practices, including overseeing the practices, procedures, and controls that management uses to identify, assess, respond to, remediate, and mitigate risks related to cybersecurity. Senior leadership, including the Senior Vice President and CIO, updates the Audit Committee and the Board of Directors at least quarterly regarding cybersecurity risks, strategies and policies.

The Company's management is responsible for identifying, managing and mitigating cybersecurity risk and communicating cybersecurity risks facing the Company to the Audit Committee and Board of Directors.

As part of its cybersecurity risk management program, the Company leverages its cybersecurity organization, led by the Company's Managing Director of Information Security, to design and implement cybersecurity controls and to assess and report on cybersecurity risks. Members of the cybersecurity organization hold relevant degrees or industry-recognized certifications in cybersecurity, with relevant work experience in various roles involving managing information security, developing cybersecurity strategy and implementing effective information and cybersecurity programs. The members of the cybersecurity organization are expected to keep their knowledge, skills and training current by participating in industry events and continuing education programs as applicable.

The Company also maintains an internal, cross-functional Cyber Resiliency Committee, which includes members of senior management from Information Technology, Cybersecurity, Enterprise Risk Management, Internal Audit, Corporate Communications, Legal, Finance and Corporate Physical Security. The Managing Director of Information Security chairs this committee, which is responsible for:

- establishing cybersecurity policies and standards that align with our corporate objectives and regulatory requirements;
- monitoring compliance with cybersecurity policies and standards across the organization;
- ensuring that cybersecurity strategies are integrated with the organization's overall governance structure;
- reviewing and approving significant cybersecurity investments and initiatives;
- providing guidance on cybersecurity risk tolerance levels and ensuring that cybersecurity risks are communicated to the Audit Committee and Board of Directors; and
- facilitating cross-departmental collaboration to address cybersecurity challenges and responses.

Through ongoing engagement with these internal teams and certain third-party service providers, our CIO and our Managing Director of Information Security monitor the prevention, detection, mitigation and remediation of cybersecurity threats and incidents and report on cybersecurity incidents. The Company has a notification process in our incident response plan that contains requirements for timely notification to senior management by the CIO and to the Board of Directors by the CEO for incidents that reach established thresholds as well as procedures for external reporting.

The Company's Managing Director of Information Security has more than 25 years of cybersecurity experience throughout various industries, including the utility sector, and reports directly to the Company's Senior Vice President and CIO. The Senior Vice President and CIO, who has over 30 years of work experience in the information technology field, is responsible for the Company's information technology program and oversees the management and development of all business technology and security for the Company and its subsidiaries. The Senior Vice President and CIO is also responsible for compliance with applicable federal standards and critical infrastructure protection and reports to the Company's President and CEO.

New Jersey Resources Corporation
Part I

ITEM 2. PROPERTIES

Natural Gas Distribution

As of September 30, 2025, NJNG owns approximately 7,486 miles of distribution main, 7,917 miles of service main and 245 miles of transmission main, and operates more than 610,000 meters. Mains are primarily located under public roads. Where mains are located under private property, NJNG has obtained easements from the owners of record.

Additionally, NJNG owns and operates two LNG storage plants in Stafford Township, Ocean County and Howell Township, Monmouth County. The two LNG plants have an aggregate estimated maximum capacity of approximately 174,000 Dths per day and 1 Bcf of total capacity. These facilities are used for peaking natural gas supply and for emergencies. NJNG's Liquefaction facility is also located on the Howell Township property and allows NJNG to convert natural gas into LNG to fill NJNG's existing LNG storage tanks. A Power-to-Gas System, also located at the LNG plant in Howell Township, uses solar power to produce hydrogen and then injects it into the natural gas system. It consists primarily of an electrolyzer unit, an electrical and instrumentation building and a small hydrogen storage tank, along with other supporting systems.

NJNG owns five service centers located in Rockaway Township, Morris County; Atlantic Highlands and Wall Township, Monmouth County; and Lakewood and Stafford Township, Ocean County. These service centers house storerooms, garages, natural gas distribution systems and administrative offices. NJNG leases a customer service office in Asbury Park, Monmouth County. This office supports customer contact, marketing, economic development and other functions. NJNG also owns its headquarters and customer service facilities in Wall Township, Monmouth County and a training facility in Howell Township, Monmouth County to support the technical training of its employees.

Substantially all of NJNG's properties not expressly excepted or duly released are subject to the lien of the Mortgage Indenture as security for NJNG's mortgage bonds, which totaled \$1.8B as of September 30, 2025. In addition, under the terms of the Mortgage Indenture, NJNG had capacity to issue up to \$1.5B of additional FMBs as of September 30, 2025.

Clean Energy Ventures

As of September 30, 2025, CEV has various solar contracts, including lease agreements and easements, allowing the installation, operation and maintenance of solar equipment and access to the various properties throughout the State of New Jersey. In addition to the lease agreements and easements, CEV owns solar projects with a total of 479 MW of capacity in New Jersey, Rhode Island, New York, Connecticut, Michigan, Indiana and Pennsylvania. CEV also owns 79.5 acres of land in Vineland, 14.4 acres of land in Upper Deerfield Township, 101.8 acres of land in Fairfield Township, Cumberland County, New Jersey; and 126.8 acres of land in Endicott, Broome County, New York. CEV also leases office space in Wall Township, Monmouth County, New Jersey.

Energy Services

As of September 30, 2025, ES leases office space in Wall Township, Monmouth County, New Jersey.

Storage and Transportation

As of September 30, 2025, Adelphia owns approximately 32.71 acres of land in Bucks County, 11.1 acres in Delaware County, 121.1 acres in Northampton County and 44.9 acres in Montgomery County, Pennsylvania and leases office space in Wall Township, Monmouth County, New Jersey. Leaf River owns 3.5 acres of land in Clarke County, 158.5 acres in Jasper County and 36.5 acres and a 5,000-square-foot building in Smith County, Mississippi, and leases office space in Houston, Texas.

All Other Business Operations

As of September 30, 2025, CR&R's real estate portfolio consists of 23.1 acres of undeveloped land in Atlantic County, New Jersey. NJRHS leases service centers in Dover, Morris County and Wall Township, Monmouth County, New Jersey.

New Jersey Resources Corporation
Part I

ITEM 3. LEGAL PROCEEDINGS

Manufactured Gas Plant Remediation

NJNG is responsible for the remedial cleanup of certain former MGP sites, dating back to gas operations in the late 1800s and early 1900s, which contain contaminated residues from former gas manufacturing operations. NJNG is currently involved in administrative proceedings with the NJDEP, and participating in various studies and investigations by outside consultants, to determine the nature and extent of any such contaminated residues and to develop appropriate programs of remedial action, where warranted, under NJDEP regulations.

NJNG periodically, and at least annually, performs an environmental review of former MGP sites located in Atlantic Highlands, Berkeley, Long Branch, Manchester, Toms River, Freehold and Aberdeen, New Jersey, including a review of potential liability for investigation and remedial action. NJNG estimated at the time of the most recent review that total future expenditures at the former MGP sites for which it is responsible, including potential liabilities for natural resource damages that might be brought by the NJDEP for alleged injury to groundwater or other natural resources concerning these sites, will range from approximately \$144.3M to \$200.2M. NJNG's estimate of these liabilities is based upon known facts, existing technology and enacted laws and regulations in place when the review was completed. Where it is probable that costs will be incurred, and the information is sufficient to establish a range of possible liability, NJNG accrues the most likely amount in the range. If no point within the range is more likely than the other, it is NJNG's policy to accrue the lower end of the range. Accordingly, as of September 30, 2025, NJNG recorded a MGP remediation liability and a corresponding regulatory asset of approximately \$167.0M on the Consolidated Balance Sheets based on the most likely amount. The actual costs to be incurred by NJNG are dependent upon several factors, including final determination of remedial action, changing technologies and governmental regulations, the ultimate ability of other responsible parties to pay and insurance recoveries, if any. NJNG recovers its remediation expenditures, including carrying costs, over rolling seven-year periods pursuant to a RAC approved by the BPU.

As of September 30, 2025, \$75.0M of previously incurred remediation costs, net of recoveries from customers and insurance proceeds, are included in regulatory assets on the Consolidated Balance Sheets. NJNG will continue to seek recovery of MGP-related costs through the RAC. If any future regulatory position indicates that the recovery of such costs is not probable, the related non-recoverable costs would be charged to income in the period of such determination.

General

The statements herein about NJR's litigation are based upon the Company's judgments, assumptions and estimates and are necessarily subjective and uncertain. The Company is involved, and from time to time in the future may be involved, in a number of pending and threatened judicial, regulatory and arbitration proceedings at various stages relating to matters that arise in the ordinary course of business. In view of the inherent difficulty of predicting the outcome of litigation matters, particularly when such matters are in their early stages or where the claimants seek indeterminate damages, the Company cannot state with confidence what the eventual outcome of the pending litigation will be, what the timing of the ultimate resolution of these matters will be or what the eventual loss, fines or penalties related to each pending matter will be, if any. In accordance with applicable accounting guidance, NJR establishes accruals for litigation for those matters that present loss contingencies as to which it is both probable that a loss will be incurred, and the amount of such loss can be reasonably estimated. NJR also discloses contingent matters for which there is a reasonable possibility of a loss. Based upon currently available information, NJR believes that the results of litigation that are currently pending, taken together, will not have a materially adverse effect on the Company's financial condition, results of operations or cash flows. The actual results of resolving the pending litigation matters may be substantially different from the amounts accrued.

ITEM 4. MINE SAFETY DISCLOSURES

Not applicable

New Jersey Resources Corporation
Part II

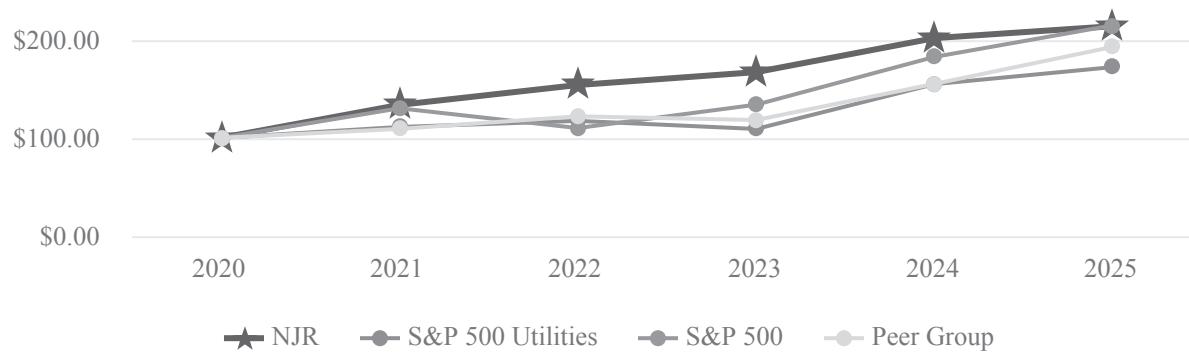
ITEM 5. MARKET FOR THE REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

NJR's Common Stock is traded on the New York Stock Exchange under the ticker symbol NJR. As of November 6, 2025, NJR had 94,854 holders of record of its common stock. Dividends are subject to declaration by the Board of Directors. In September 2025, the Board of Directors declared dividends, payable on October 1, 2025, of \$0.475 per share of common stock to shareowners of record on September 22, 2025. We review our dividend policy on a regular basis. Although subject to any contractual or regulatory restrictions or other limitations on the payment of dividends, future dividends will be at the discretion of the Board of Directors and will depend upon earnings, financial condition and other factors.

Performance Graph

The performance graph and table below illustrates a five-year comparison of cumulative total returns based on an initial investment of \$100 in our common stock, as compared with the S&P 500 Stock Index, the S&P 500 Utilities Industry Index and the customized peer company group listed below, referred to herein as the Peer Group. The Peer Group companies were selected based on similarities to the Company's business model, size and other growth and business factors.

Comparison of 5 year Cumulative Return



Cumulative Total Return	2020	2021	2022	2023	2024	2025
NJR	\$100.00	\$133.45	\$153.65	\$166.75	\$201.31	\$213.44
S&P 500 Utilities	\$100.00	\$111.01	\$117.20	\$108.98	\$154.55	\$171.86
S&P 500	\$100.00	\$130.00	\$109.89	\$133.65	\$182.23	\$214.30
Peer Group	\$100.00	\$109.08	\$121.84	\$118.08	\$154.80	\$192.41

The nine companies in the Peer Group are: Atmos Energy Corporation; Avista Corporation; Black Hills Corporation; National Fuel Gas Company; NiSource Inc.; Northwest Natural Holding Company; ONE Gas, Inc.; Southwest Gas Corporation; and Spire Inc. This performance graph and accompanying information shall not be deemed "filed" for purposes of Section 18 of the Exchange Act, or incorporated by reference into any of the Company's filings under the Securities Act, or the Exchange Act, except as shall be expressly set forth by specific reference in such filing.

In 1996, the Board of Directors authorized the Company to implement a share repurchase program, which has been expanded seven times since the inception of the program, authorizing a total of 19.5M shares of common stock for repurchase. The share repurchase plan allows us to purchase our outstanding shares on the open market or in negotiated transactions, based on market and other conditions. We are not required to purchase any specific number of shares and may discontinue or suspend the program at any time. The share repurchase plan will expire when we have repurchased all shares authorized for repurchase thereunder, unless it is terminated earlier by action of our Board of Directors or additional shares are authorized for repurchase. NJR had no repurchase activity for the quarter ended September 30, 2025.

ITEM 6. [RESERVED]

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

CRITICAL ACCOUNTING ESTIMATES

We prepare our financial statements in accordance with GAAP. Application of these accounting principles requires the use of estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses, and related disclosures of contingencies during the reporting period. We regularly evaluate our estimates, including those related to the calculation of the fair value of derivative instruments, acquisitions, regulatory assets, income taxes, pension and postemployment benefits other than pensions and contingencies related to environmental matters and litigation. We base our estimates on historical experience and on various other assumptions that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources. In the normal course of business, estimated amounts are subsequently adjusted to actual results that may differ from estimates.

Regulatory Accounting

NJNG and Adelphia are subject to accounting requirements resulting from the effects of rate regulation. Specifically, NJNG and Adelphia record regulatory assets when it is considered probable that certain operating costs will be recoverable from customers in future periods and record regulatory liabilities when it is probable that future obligations to customers exist.

Regulatory decisions can have an impact on the recovery of costs, the rate of return earned on investment and the timing and amount of assets to be recovered by rates. For NJNG, the BPU's regulation of rates is premised on the full recovery of prudently incurred costs and a reasonable rate of return on invested capital. Decisions to be made by the BPU in the future will impact the accounting for regulated operations, including decisions about the amount of allowable costs and return on invested capital included in rates and any refunds that may be required. If the BPU indicates that recovery of all or a portion of a regulatory asset is not probable or does not allow for recovery of and a reasonable return on investments in property, plant and equipment, a charge to income would be made in the period of such determination.

Environmental Costs

At the end of each fiscal year, NJNG, with the assistance of an independent consulting firm, updates the environmental review of its MGP sites, including its potential liability for investigation and remedial action. From this review, NJNG estimates expenditures necessary to remediate and monitor these MGP sites. NJNG's estimate of these liabilities is developed from then-currently available facts, existing technology and current laws and regulations.

In accordance with accounting standards for contingencies, NJNG's policy is to record a liability when it is probable that the cost will be incurred and can be reasonably estimated. NJNG will determine a range of liabilities and will record the most likely amount. If no point within the range is more likely than any other, NJNG will accrue the lower end of the range. Since we believe that recovery of these expenditures, as well as related litigation costs, is probable through the regulatory process, we record a regulatory asset corresponding to the related accrued liability. Accordingly, NJNG records an MGP remediation liability and a corresponding regulatory asset on the Consolidated Balance Sheets, which is based on the most likely amount.

The actual costs to be incurred by NJNG are dependent upon several factors, including final determination of remedial action, changing technologies and governmental regulations and the ultimate ability of other responsible parties to pay, as well as the potential impact of any litigation and any insurance recoveries. Previously incurred remediation costs, net of recoveries from customers and insurance proceeds received, are included in regulatory assets on the Consolidated Balance Sheets.

If there are changes in the regulatory position surrounding these costs, or should actual expenditures vary significantly from estimates in that these costs are disallowed for recovery by the BPU, such costs would be charged to income in the period of such determination. See the *Legal Proceedings* section in *Note 14. Commitments and Contingent Liabilities* for more details.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Postemployment Employee Benefits

Our costs of providing postemployment employee benefits are dependent upon numerous factors, including actual plan experience and assumptions of future experience. Postemployment employee benefit costs are affected by actual employee demographics including age, compensation levels and employment periods, the level of contributions made to the plans, changes in long-term interest rates and the return on plan assets. Changes made to the provisions of the plans or healthcare legislation may also impact current and future postemployment employee benefit costs. Postemployment employee benefit costs may also be significantly affected by changes in key actuarial assumptions, including anticipated rates of return on plan assets, changes in mortality tables, health care cost trends and discount rates used in determining the PBO. In determining the PBO and cost amounts, assumptions can change from period to period and could result in material changes to net postemployment employee benefit periodic costs and the related liability recognized.

The remeasurement of plan assets and obligations for a significant event should occur as of the date of the significant event. We may use a practical expedient to remeasure the plan assets and obligations as of the nearest calendar month-end date. When performing interim remeasurements, we obtain new asset values, roll forward the obligation to reflect population changes and review the appropriateness of all assumptions, regardless of the reason for performing the interim remeasurement.

Our postemployment employee benefit plan assets consist primarily of U.S. equity securities, international equity securities, fixed-income investments and other assets. Fluctuations in actual market returns, as well as changes in interest rates, may result in increased or decreased postemployment employee benefit costs in future periods. Postemployment employee benefit expenses are included in O&M and other income, net on the Consolidated Statements of Operations.

The following is a summary of a sensitivity analysis for each actuarial assumption as of and for the fiscal year ended September 30, 2025:

Pension Plans

Actuarial Assumptions	Increase/ (Decrease)	Estimated Increase/(Decrease) on PBO (Thousands)	Estimated Increase/(Decrease) to Expense (Thousands)
Discount rate	1.00 %	\$ (31,175)	\$ (590)
Discount rate	(1.00) %	\$ 37,251	\$ 4,536
Rate of return on plan assets	1.00 %	n/a	\$ (3,161)
Rate of return on plan assets	(1.00) %	n/a	\$ 3,161

Other Postemployment Benefits

Actuarial Assumptions	Increase/ (Decrease)	Estimated Increase/(Decrease) on PBO (Thousands)	Estimated Increase/(Decrease) to Expense (Thousands)
Discount rate	1.00 %	\$ (20,481)	\$ (2,160)
Discount rate	(1.00) %	\$ 24,021	\$ 2,417
Rate of return on plan assets	1.00 %	n/a	\$ (1,252)
Rate of return on plan assets	(1.00) %	n/a	\$ 1,252

Actuarial Assumptions	Increase/ (Decrease)	Estimated Increase/(Decrease) on PBO (Thousands)	Estimated Increase/(Decrease) to Expense (Thousands)
Health care cost trend rate	1.00 %	\$ 20,857	\$ 3,198
Health care cost trend rate	(1.00) %	\$ (18,209)	\$ (2,789)

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Impairment of Long-lived Assets

Property, plant and equipment and finite-lived intangible assets are reviewed periodically for impairment when changes in facts and circumstances indicate that the carrying amount of an asset may not be fully recoverable in accordance with the appropriate accounting guidance. Factors that the Company analyzes in determining whether an impairment in its long-lived assets exists include determining if a significant decrease in the market price of a long-lived asset is present; a significant adverse change in the extent to which a long-lived asset is being used in its physical condition; legal proceedings or factors; significant business climate changes; accumulations of costs in significant excess of the amounts expected; a current-period operating or cash flow loss coupled with historical negative cash flows or expected future negative cash flows; and current expectations that more likely than not, a long-lived asset will be sold or otherwise disposed of significantly before the end of its estimated useful life. When an impairment indicator is present, the Company determines if the carrying value of the asset is recoverable by comparing it to its expected undiscounted future cash flows. If the carrying value of the asset is greater than the expected undiscounted future cash flows, an impairment charge is recorded in an amount equal to the excess of the carrying value of the asset over its fair value.

Derivative Instruments

We record our derivative instruments held as assets and liabilities at fair value on the Consolidated Balance Sheets. In addition, since we choose not to designate any of our physical and financial natural gas commodity derivatives as accounting hedges, changes in the fair value of ES's commodity derivatives are recognized in earnings, as they occur, as a component of operating revenues or natural gas purchases on the Consolidated Statements of Operations.

The fair value of derivative instruments is determined by reference to quoted market prices of listed exchange-traded contracts, published price quotations, pipeline tariff information or a combination of those items. ES's portfolio is valued using the most current and reasonable market information. If the price underlying a physical commodity transaction does not represent a visible and liquid market, ES may utilize additional published pipeline tariff information and/or other services to determine an equivalent market price. As of September 30, 2025, the fair value of its derivative assets and liabilities reported on the Consolidated Balance Sheets that is based on such pricing is considered immaterial.

Should there be a significant change in the underlying market prices or pricing assumptions, ES may experience a significant impact on its financial position, results of operations and cash flows. Refer to *Item 7A. Quantitative and Qualitative Disclosures About Market Risks* for a sensitivity analysis related to the impact to derivative fair values resulting from changes in commodity prices. The valuation methods we use to determine fair values remained consistent for fiscal 2025, 2024 and 2023. We apply a discount to our derivative assets to factor in an adjustment associated with the credit risk of our physical natural gas counterparties and to our derivative liabilities to factor in an adjustment associated with our own credit risk. We determine this amount by using historical default probabilities corresponding to the appropriate S&P issuer ratings. Since the majority of our counterparties are rated investment grade, this results in an immaterial credit risk adjustment.

Gains and losses associated with derivatives utilized by NJNG to manage the price risk inherent in its natural gas purchasing activities are recoverable through its BGSS, subject to BPU approval. Accordingly, the offset to the change in fair value of these derivatives is recorded as either a regulatory asset or liability on the Consolidated Balance Sheets.

The Company hedges certain of its expected production of SRECs through forward and futures contracts. Upon physical delivery of SRECs to the counterparty, the Company recognizes SREC revenue as operating revenue on the Consolidated Statements of Operations.

We have not designated any derivatives as fair value or cash flow hedges as of September 30, 2025 and 2024.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Income Taxes

The determination of our provision for income taxes requires the use of estimates and the interpretation and application of tax laws. Judgment is required in assessing the deductibility and recoverability of certain tax benefits. We use the asset and liability method to determine and record deferred tax assets and liabilities, representing future tax benefits and taxes payable, which result from the differences in basis recorded in GAAP financial statements and amounts recorded in the income tax returns. The deferred tax assets and liabilities are recorded utilizing the statutorily enacted tax rates expected to be in effect at the time the assets are realized and/or the liabilities settled. An offsetting valuation allowance is recorded when it is more likely than not that some or all of the deferred income tax assets won't be realized. Any significant changes to the estimates and judgments with respect to the interpretations, timing or deductibility could result in a material change to earnings and cash flows.

For state income tax and other taxes, estimates and judgments are required with respect to the apportionment among the various jurisdictions. In addition, we operate within multiple tax jurisdictions and are subject to audits in these jurisdictions. These audits can involve complex issues, which may require an extended period of time to resolve. We maintain a liability for the estimate of potential income tax exposure and, in our opinion, adequate provisions for income taxes have been made for all years reported. Any significant changes to the estimates and judgments with respect to the apportionment factor could result in a material change to earnings and cash flows.

Occasionally, the federal and state taxing authorities determine that it is necessary to make certain changes to the income tax laws. These changes may include, but are not limited to, changes in the tax rates and/or the treatment of certain items of income or expense. Accounting guidance requires that the Company reflect the effect of changes in tax laws or tax rates at the date of enactment. Additionally, the Company is required to re-measure its deferred tax assets and liabilities as of the date of enactment. For non-regulated entities, the effects of changes in tax laws or tax rates are required to be included in income from continuing operations for the period that includes the enactment date. For regulated entities, if as the result of an action by a regulator it is probable that the future increase or decrease in taxes payable for items such as changes in tax laws or rates will be recovered from or returned to customers through future rates, an asset or liability shall be recognized for that probable increase or decrease in future revenue. Accounting guidance also requires that regulatory liabilities and/or assets be considered a temporary difference for which a related deferred tax asset and/or liability shall be recognized.

Accounting guidance requires that we establish reserves for uncertain tax positions when it is more likely than not that the positions will not be sustained when challenged by taxing authorities. Any changes to the estimates and judgments with respect to the interpretations, timing or deductibility could result in a change to earnings and cash flows. Interest and penalties related to unrecognized tax benefits, if any, are recognized within income tax expense, and accrued interest and penalties are recognized within accrued taxes on the Consolidated Balance Sheets.

To the extent that NJNG invests in property that qualifies for ITCs, the ITC is deferred and amortized to income over the life of the equipment in accordance with regulatory treatment. In general, for our unregulated subsidiaries, we record ITCs on the balance sheet as a contra-asset as a reduction to property, plant and equipment when the property is placed in service. The contra-asset is amortized on the Consolidated Statements of Operations as a reduction to depreciation expense over the useful lives of the related assets.

Changes to the federal statutes related to ITCs that have the effect of reducing or eliminating the credits could have a negative impact on earnings and cash flows.

Recently Issued Accounting Standards

Refer to Note 2, *Summary of Significant Accounting Policies* in the accompanying Consolidated Financial Statements for discussion of recently issued accounting standards.

New Jersey Resources Corporation

Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

MANAGEMENT'S OVERVIEW

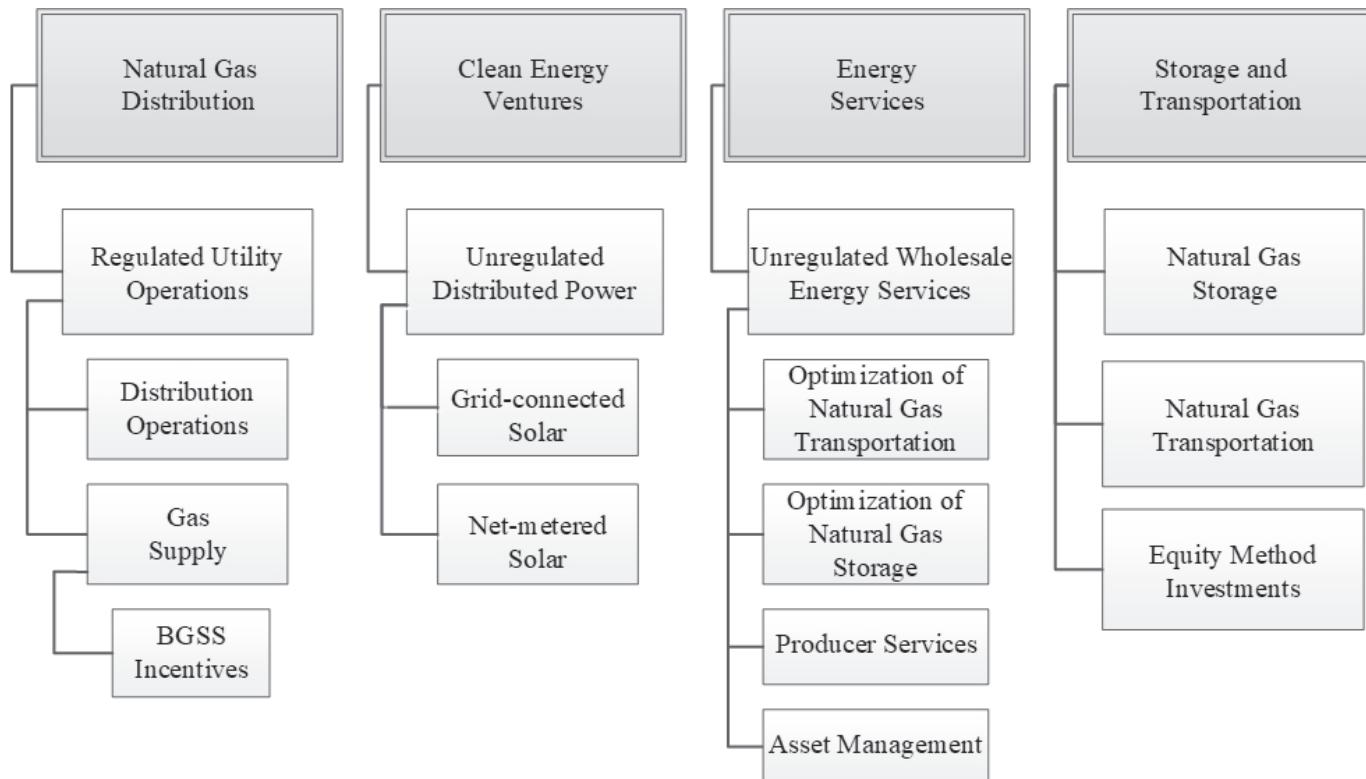
Consolidated

NJR is a diversified energy services holding company providing retail natural gas service in New Jersey and wholesale natural gas and related energy services to customers in the U.S. In addition, we invest in clean energy projects and storage and transportation assets and provide various repair, sales and installation services. A more detailed description of our organizational structure can be found in *Item 1. Business*.

The following sections include a discussion of results for fiscal 2025 compared to fiscal 2024. The comparative results for fiscal 2024 with fiscal 2023 have been omitted from this Form 10-K but may be found in *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations* on [Form 10-K](#) of our Annual Report for the fiscal year ended September 30, 2024, filed with the SEC on November 26, 2024.

Reportable Segments

We have four primary reportable segments as presented in the chart below:



In addition to our four reportable segments above, we have nonutility operations that either provide corporate support services or do not meet the criteria to be treated as a separate reportable segment. These operations, which comprise HSO, include appliance repair services, sales and installations at NJRHS and commercial real estate holdings at CR&R.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Operating Results

Net income and assets by reportable segment and other business operations for the fiscal years ended September 30, are as follows:

(Thousands)	2025		2024		2023	
	Net Income	Assets	Net Income	Assets	Net Income	Assets
NJNG	\$ 213,541	\$ 5,198,116	\$ 133,400	\$ 4,789,835	\$ 131,414	\$ 4,414,829
CEV	61,156	1,308,969	33,662	1,157,573	44,458	1,128,577
ES	40,878	98,429	106,745	108,710	78,848	123,775
S&T	18,541	1,033,439	12,229	1,025,457	13,154	1,011,959
HSO	(407)	196,198	26	159,444	4,758	171,275
Intercompany ⁽¹⁾	1,918	(256,376)	3,713	(259,374)	(7,908)	(312,919)
Total	\$ 335,627	\$ 7,578,775	\$ 289,775	\$ 6,981,645	\$ 264,724	\$ 6,537,496

(1) Consists of transactions between subsidiaries that are eliminated in consolidation.

Consolidated net income increased approximately \$45.9M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$80.1M increase in earnings at NJNG due primarily to an increase in base rates, effective November 21, 2024; and
- \$27.5M increase in earnings at CEV due primarily to the gain on the sale of the residential solar portfolio; partially offset by
- \$65.9M decrease in earnings at ES primarily due to the timing of revenue recognition related to the AMAs, along with higher natural gas purchase prices.

The primary drivers of the changes noted above are described in more detail in the individual reportable segment and other business operations discussions.

Consolidated assets increased approximately \$597.1M as of September 30, 2025, compared with September 30, 2024, due primarily to the following factors:

- \$311.3M increase in utility plant expenditures at NJNG;
- \$95.6M increase in nonutility plant and equipment, net at CEV and S&T;
- \$63.3M increase in non-current regulatory assets at NJNG;
- \$50.2M increase in other non-current assets primarily at CEV; and
- \$42.5M increase in notes receivable at CEV.

Non-GAAP Financial Measures

Our management uses net income and NFE, a non-GAAP financial measure, when evaluating our operating results. ES economically hedges its natural gas inventory with financial derivative instruments. NFE is a measure of earnings based on eliminating timing differences surrounding the recognition of certain gains or losses, to effectively match the earnings effects of the economic hedges with the physical sale of natural gas and, therefore, eliminates the impact of volatility to GAAP earnings associated with the derivative instruments. To the extent we utilize forwards, futures or other derivatives to hedge forecasted SREC production, unrealized gains and losses are also eliminated from NFE. NFE also excludes certain transactions associated with equity method investments, including impairment charges, which are non-cash charges, and return of capital in excess of the carrying value of our investment. These are considered unusual in nature and occur infrequently such that they are not indicative of our performance for ongoing operations. Included in the tax effects are current and deferred income tax expense corresponding with the components of NFE.

Non-GAAP financial measures are not in accordance with, or an alternative to, GAAP and should be considered in addition to, and not as a substitute for or a replacement of, the comparable GAAP measure and should be read in conjunction with those GAAP results.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Below is a reconciliation of consolidated net income, the most directly comparable GAAP measure, to NFE for the fiscal years ended September 30:

<i>(Thousands, except per share data)</i>	2025	2024	2023
Net income	\$ 335,627	\$ 289,775	\$ 264,724
Add:			
Unrealized (gain) loss on derivative instruments and related transactions	(12,126)	19,574	(38,081)
Tax effect	2,882	(4,652)	9,050
Effects of economic hedging related to natural gas inventory ⁽¹⁾	4,242	(18,192)	34,699
Tax effect	(1,008)	4,323	(8,246)
Gain on equity method investment	—	—	(300)
Tax effect	—	—	(19)
Net financial earnings	\$ 329,617	\$ 290,828	\$ 261,827
Basic earnings per share	\$ 3.35	\$ 2.94	\$ 2.73
Add:			
Unrealized (gain) loss on derivative instruments and related transactions	(0.12)	0.20	(0.39)
Tax effect	0.03	(0.05)	0.09
Effects of economic hedging related to natural gas inventory ⁽¹⁾	0.04	(0.18)	0.36
Tax effect	(0.01)	0.04	(0.09)
Basic NFE per share	\$ 3.29	\$ 2.95	\$ 2.70

⁽¹⁾ Effects of hedging natural gas inventory transactions where the economic impact is realized in a future period.

NFE by reportable segment and other business operations for the fiscal years ended September 30, discussed in more detail within the operating results sections of each reportable segment and other business operations, is summarized as follows:

<i>(Thousands)</i>	2025	2024	2023	
NJNG	\$ 213,541	65 %	\$ 133,400	46 %
CEV	61,156	18	33,662	12
ES	34,868	10	111,515	38
S&T	18,541	6	12,229	4
HSO	(407)	—	26	—
Eliminations ⁽¹⁾	1,918	1	(4)	—
Total	\$ 329,617	100 %	\$ 290,828	100 %
			\$ 261,827	100 %

⁽¹⁾ Consists of transactions between subsidiaries that are eliminated in consolidation.

Consolidated NFE increased approximately \$38.8M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$80.1M increase in earnings at NJNG, as previously discussed; and
- \$27.5M increase in earnings at CEV, as previously discussed; partially offset by
- \$76.6M decrease in earnings at ES, as previously discussed.

Natural Gas Distribution

Overview

Natural Gas Distribution is comprised of NJNG, a natural gas utility that provides regulated natural gas service to residential and commercial customers throughout Burlington, Middlesex, Monmouth, Morris, Ocean and Sussex counties in New Jersey and also participates in the off-system sales and capacity release markets. The business is subject to various risks, which may include, but are not limited to, impacts to customer growth and customer usage, customer collections, the timing and costs of capital expenditures and construction of infrastructure projects, operating and financing costs, fluctuations in commodity prices, customer conservation efforts and changes in how customers consume energy. In addition, NJNG may be subject to adverse economic conditions such as inflation and rising natural gas costs, certain regulatory actions, environmental remediation and severe weather conditions. It is often difficult to predict the impact of events or trends associated with these risks.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

NJNG's business is seasonal by nature, as weather conditions directly influence the volume of natural gas delivered to customers on an annual basis. Specifically, customer demand substantially increases during the winter months when natural gas is used for heating purposes. As a result, NJNG generates most of its natural gas distribution revenues during the first and second fiscal quarters and is subject to variations in earnings and working capital during the fiscal year.

As a regulated company, NJNG is required to recognize the impact of regulatory decisions on its financial statements. See Note 4, *Regulation* in the accompanying Consolidated Financial Statements for a more detailed discussion of regulatory actions, including filings related to programs and associated expenditures, as well as rate requests related to recovery of capital investments and operating costs.

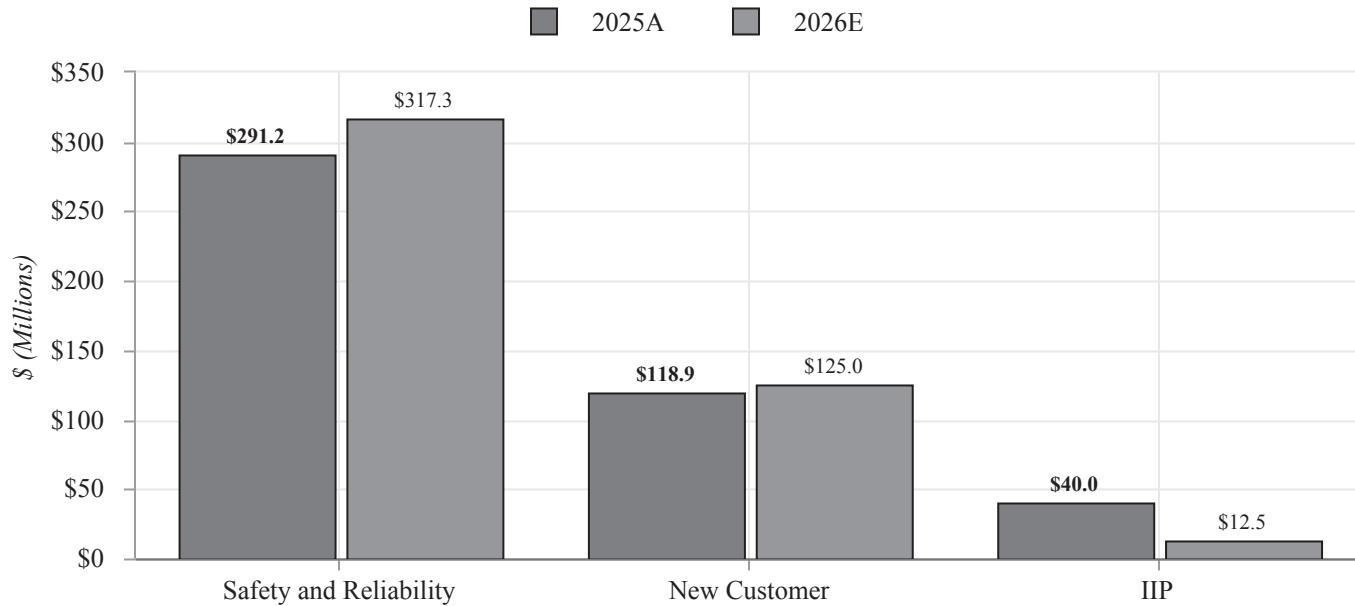
NJNG's operations are managed with the goal of providing safe and reliable service, growing its customer base, diversifying its Utility Gross Margin, promoting clean energy programs and mitigating the risks discussed above.

Base Rate Case

On November 21, 2024, the BPU issued an order adopting a stipulation of settlement approving a \$157.0M increase to base rates, effective as of the date of the order. The increase includes an overall rate of return on rate base of 7.08%, return on common equity of 9.6%, a common equity ratio of 54.0% and a composite depreciation rate of 3.21%.

Infrastructure Projects

NJNG has significant annual capital expenditures associated with the management of its natural gas distribution and transmission system, including new utility plant expenditures associated with customer growth and its associated PIM and infrastructure programs. Below is a summary of NJNG's capital expenditures, including accruals for fiscal 2025 and estimates of expected investments over the next fiscal year:



Estimated capital expenditures are reviewed on a regular basis and may vary based on the ongoing effects of regulatory oversight, environmental regulations, unforeseen events and the ability to access capital.

NJNG implemented BPU-approved infrastructure projects that are designed to enhance the reliability and integrity of NJNG's natural gas distribution system.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Infrastructure Investment Program

In October 2020, the BPU approved NJNG's five-year IIP filing for \$150.0M of transmission and distribution investments, effective November 1, 2020, which will be recovered through annual filings to adjust base rates. On July 25, 2025, NJNG submitted a filing with the BPU to extend the IIP through June 30, 2026.

In September 2024, the BPU approved NJNG's annual IIP filing, which requested a rate increase for capital expenditures of approximately \$41.2M through June 30, 2024, which resulted in a revenue increase of approximately \$4.7M, effective October 1, 2024.

On September 5, 2025, NJNG submitted its annual IIP filing to the BPU requesting a rate increase for capital expenditures of \$33.1M through October 31, 2025, which, if approved, would result in a \$4.0M revenue increase, with a proposed effective date of January 1, 2026.

Natural Gas Customers

In conducting NJNG's business, management focuses on factors it believes may have significant influence on its future financial results. NJNG's policy is to work with all stakeholders, including customers, regulators and policymakers, to achieve favorable results. These factors include the rate of NJNG's customer growth in its service territory, which can be influenced by political and regulatory policies, the delivered cost of natural gas compared with competing fuels, interest rates and general economic and business conditions.

NJNG's total customers as of September 30, include the following:

	2025	2024	2023
Firm customers			
Residential	535,852	528,502	520,682
Commercial, industrial & other	32,051	31,927	31,725
Residential transport	13,121	14,470	15,457
Commercial transport	7,846	7,972	8,033
Total firm customers	588,870	582,871	575,897
Other	105	45	103
Total customers	588,975	582,916	576,000

NJNG expects new customer additions during fiscal 2025, and those customers who added additional natural gas services to their premises, to contribute approximately \$9.4M of incremental Utility Gross Margin on an annualized basis.

Energy Efficiency Programs

SAVEGREEN conducts home energy audits and provides various grants, incentives and financing alternatives designed to encourage the installation of high-efficiency heating and cooling equipment and other energy efficiency upgrades. Depending on the specific incentive or approval, NJNG recovers costs associated with the programs over a three- to 10-year period through a tariff rider mechanism. In March 2021, the BPU approved a three-year SAVEGREEN program consisting of approximately \$126.1M of direct investment, \$109.4M in financing options and \$23.4M in O&M. In April 2024, the BPU approved NJNG's \$76.9M extension to this SAVEGREEN program through December 2024.

On October 30, 2024, the BPU approved a new SAVEGREEN program effective from January 1, 2025 to June 30, 2027, consisting of approximately \$205.0M of direct investment, \$160.5M in financing options and \$20.1M in O&M, with expected recoveries of approximately \$12.3M through September 30, 2025.

On December 18, 2024, the BPU approved NJNG's annual SAVEGREEN filing for the recovery of costs, which increased annual recoveries by approximately \$3.1M, effective January 1, 2025.

On May 30, 2025, NJNG's annual SAVEGREEN filing for the recovery of costs was submitted to the BPU, requesting an increase in annual recoveries of approximately \$17.3M. This matter is currently pending.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

The following table summarizes loans, grants, rebates and related investments as of:

(Thousands)	September 30, 2025	September 30, 2024
Loans	\$ 298,200	\$ 257,800
Grants, rebates and related investments	313,100	255,500
Total	\$ 611,300	\$ 513,300

Program expenses, eligible for recovery, were approximately \$15.7M and \$28.6M during the fiscal years ended September 30, 2025 and 2024, respectively. Recovery of SAVEGREEN investments is based upon a weighted average cost of capital that ranges from 6.9% to 7.08%, with a return on equity of 9.6%.

Conservation Incentive Program/BGSS

The CIP facilitates normalizing NJNG's Utility Gross Margin for variances due not only to weather but also other factors affecting customer usage, such as conservation and energy efficiency. Recovery of Utility Gross Margin for the non-weather variance through the CIP is limited to the amount of certain natural gas supply cost savings achieved and is subject to a variable margin revenue test. Additionally, recovery of the CIP Utility Gross Margin is subject to an annual earnings test. An annual review of the CIP must be filed by June 1, coincident with NJNG's annual BGSS filing, during which NJNG can request rate changes to the CIP.

NJNG's total utility firm gross margin includes the following adjustments related to the CIP mechanism:

(Thousands)	2025	2024	2023
Weather ⁽¹⁾	\$ 22,120	\$ 36,907	\$ 44,675
Usage	(3,177)	9,386	3,276
Total	\$ 18,943	\$ 46,293	\$ 47,951

⁽¹⁾ Compared with the 20-year average, weather was 5.5%, 11.3% and 13.4% warmer-than-normal during fiscal 2025, 2024 and 2023, respectively.

Recovery of Natural Gas Costs

NJNG's cost of natural gas is passed through to our customers, without markup, by applying NJNG's authorized BGSS rate to actual therms delivered. There is no Utility Gross Margin associated with BGSS costs; therefore, changes in such costs do not impact NJNG's earnings. NJNG monitors its actual natural gas costs in comparison to its BGSS rates to manage its cash flows associated with its allowed recovery of natural gas costs, which is facilitated through BPU-approved deferred accounting and the BGSS pricing mechanism. Accordingly, NJNG occasionally adjusts its periodic BGSS rates or can issue credits or refunds, as appropriate, for its residential and small commercial customers when the commodity cost varies from the existing BGSS rate. BGSS rates for its large commercial customers are adjusted monthly based on NYMEX prices.

NJNG's residential and commercial markets are currently open to competition, and its rates are segregated between BGSS (i.e., natural gas commodity) and delivery (i.e., transportation) components. NJNG earns Utility Gross Margin through the delivery of natural gas to its customers and, therefore, is not negatively affected by customers who use its transportation service and purchase natural gas from another supplier. Under an existing order from the BPU, BGSS can be provided by suppliers other than the state's natural gas utilities; however, customers who purchase natural gas from another supplier continue to use NJNG for transportation service.

On May 21, 2025, the BPU approved, on a final basis, NJNG's 2024 annual BGSS/CIP filing, which included a decrease of approximately \$31.0M to the annual revenues credited to BGSS, an annual increase of approximately \$40.3M related to its balancing charge and a decrease of approximately \$0.8M to CIP rates, effective October 1, 2024. The balancing charge rate includes the cost of balancing natural gas deliveries with customer usage for sales and transportation customers, and balancing charge revenues are credited to BGSS.

On May 30, 2025, the 2025 BGSS/CIP filing was submitted to the BPU requesting an increase of approximately \$63.3M to annual revenues related to BGSS, an annual increase of approximately \$6.1M related to its balancing charge and a decrease of approximately \$25.5M to CIP rates. If approved, the rates are expected to be effective during fiscal 2026.

New Jersey Resources Corporation Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

On October 31, 2025, NJNG notified the BPU that it intends to self-implement an increase to its BGSS rate, effective December 1, 2025, which will result in an increase of approximately \$38.1M in revenues related to BGSS for the December 2025 through September 2026 period.

BGSS Incentive Programs

NJNG is eligible to receive financial incentives for reducing BGSS costs through a series of Utility Gross Margin-sharing programs that include off-system sales, capacity release and storage incentive programs. These programs are designed to encourage better utilization and hedging of NJNG's natural gas supply and transportation and storage assets. Depending on the program, NJNG shares 80% or 85% of Utility Gross Margin generated by these programs with firm customers. Utility Gross Margin from incentive programs was approximately \$18.4M, \$17.9M and \$20.0M during the fiscal years ended September 30, 2025, 2024 and 2023, respectively.

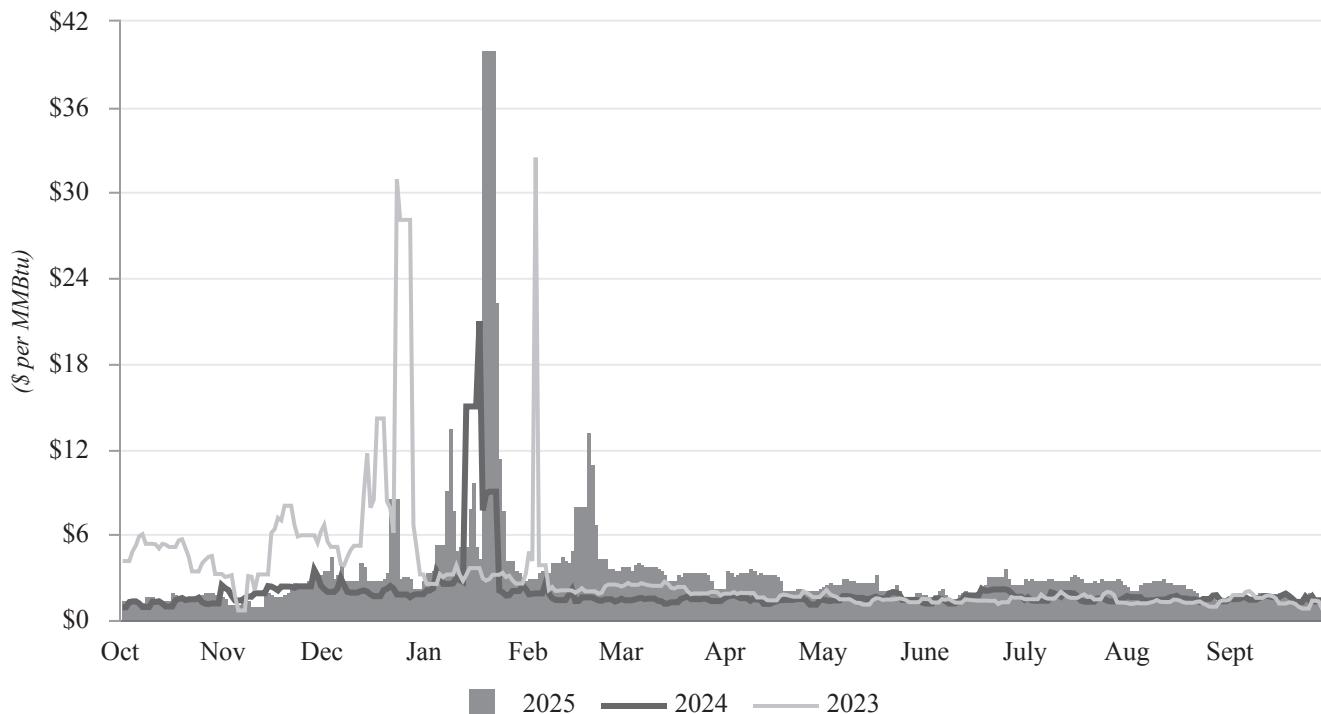
Hedging

In order to provide relative price stability to its natural gas supply portfolio, NJNG employs a hedging strategy with the goal of having at least 75% of the Company's projected winter periodic BGSS natural gas sales volumes hedged by each November 1 and at least 25% of the projected periodic BGSS natural gas sales hedged for the following April-through-March period. The hedging goal is typically achieved with gas in storage and the use of financial instruments to hedge storage injections. NJNG may also use various financial instruments including futures, swaps, options and weather-related products to hedge its future delivery obligations.

Commodity Prices

NJNG is affected by the price of natural gas, which can have a significant impact on our cash flows and short-term financing costs, the price of natural gas charged to our customers through the BGSS clause, our ability to collect accounts receivable, which impacts our bad debt expense, and our ability to maintain a competitive advantage over other energy sources. Natural gas commodity prices are shown in the graph below, which illustrates the daily natural gas prices per MMBtu⁽¹⁾ in the Northeast market region, also known as TETCO M-3.

Tetco M-3 Daily Prices



⁽¹⁾ Data sourced from Standard & Poor's Financial Services, LLC Global Platts.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

The maximum price per MMBtu was \$40.02, \$20.98 and \$32.46 and the minimum price was \$1.05, \$0.89 and \$0.67 for the fiscal years ended September 30, 2025, 2024 and 2023, respectively. A more detailed discussion of the impacts of the price of natural gas on operating revenues, natural gas purchases and cash flows can be found in the *Operating Results* and *Cash Flow* sections of *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations*.

Societal Benefits Charge

NJNG's qualifying customers are eligible for the USF program, which is administered by the New Jersey Department of Community Affairs, to help make energy bills more affordable.

In March 2024, the BPU approved NJNG's annual SBC filing of RAC expenditures through June 30, 2023, which included an increase to the RAC annual recoveries of approximately \$2.4M and an increase to the NJCEP annual recoveries of approximately \$5.5M, effective April 1, 2024.

In June 2024, NJNG submitted its annual USF filing to the BPU requesting an increase to the statewide USF rate. In September 2024, the BPU approved the filing, which resulted in an increase to annual recoveries of approximately \$6.8M, effective October 1, 2024.

On April 23, 2025, the BPU approved NJNG's annual SBC filing of RAC expenditures through June 30, 2024, which included an increase to the RAC annual recoveries of approximately \$2.4M and an increase to the NJCEP annual recoveries of approximately \$1.6M, effective May 1, 2025.

On June 27, 2025, NJNG submitted its annual USF filing to the BPU requesting a decrease to the statewide USF rate. On September 25, 2025, the BPU approved the filing, which resulted in a decrease to annual recoveries of approximately \$1.0M, effective October 1, 2025.

On September 26, 2025, NJNG submitted its annual SBC filing to the BPU requesting approval of RAC expenditures through June 2025, which included a decrease to the RAC annual recoveries of approximately \$0.9M and a decrease to the NJCEP annual recoveries of approximately \$5.0M, which, if approved, would be effective April 1, 2026.

Environmental Remediation

NJNG is responsible for the environmental remediation of former MGP sites, which contain contaminated residues from former gas manufacturing operations that ceased operating at these sites by the mid-1950s and, in some cases, had been discontinued many years earlier. Actual MGP remediation costs may vary from management's estimates due to the developing nature of remediation requirements, regulatory decisions by the NJDEP and related litigation. NJNG reviews these costs periodically, and at least annually, and adjusts its liability and corresponding regulatory asset as necessary to reflect its expected future remediation obligation. Accordingly, NJNG recognized a regulatory asset and an obligation of approximately \$167.0M as of September 30, 2025, an increase of approximately \$5.3M compared with the prior fiscal period. See *Note 14. Commitments and Contingent Liabilities* for a more detailed description of MGP expenditures.

Other regulatory filings and a more detailed discussion of the filings in this section can be found in *Note 4. Regulation* in the accompanying Consolidated Financial Statements.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Operating Results

NJNG's operating results for the fiscal years ended September 30, are as follows:

(Thousands)	2025	2024	2023
Operating revenues ⁽¹⁾	\$ 1,302,617	\$ 1,019,832	\$ 1,012,633
Operating expenses			
Natural gas purchases ^{(2) (3)}	528,992	414,635	425,457
Operation and maintenance	230,876	225,260	226,780
Regulatory rider expense ⁽⁴⁾	87,199	60,327	50,542
Depreciation and amortization	140,368	112,492	102,326
Total operating expenses	987,435	812,714	805,105
Operating income	315,182	207,118	207,528
Other income, net	27,788	20,363	13,546
Interest expense, net of capitalized interest	69,893	62,288	56,595
Income tax provision	59,536	31,793	33,065
Net income	\$ 213,541	\$ 133,400	\$ 131,414

(1) Includes nonutility revenue of approximately \$1.1M, \$1.4M and \$1.3M for fiscal 2025, 2024 and 2023, respectively, for lease agreements with various NJR subsidiaries leasing office space from NJNG at the Company's headquarters, which are eliminated in consolidation.

(2) Includes the purchased cost of the natural gas, fees paid to pipelines and storage facilities, adjustments as a result of BGSS incentive programs and hedging transactions. These expenses are passed through to customers and are offset by corresponding revenues.

(3) Includes related party transactions of approximately \$7.9M for fiscal 2025 and \$9.3M for both fiscal 2024 and 2023, a portion of which is eliminated in consolidation.

(4) Consists of expenses associated with state-mandated programs, the RAC and energy efficiency programs, which are calculated on a per-therm basis. These expenses are passed through to customers and are offset by corresponding revenues.

Operating Revenues and Natural Gas Purchases

Operating revenues increased 27.7% and natural gas purchases increased 27.6% during fiscal 2025 compared with fiscal 2024. The factors contributing to the increases (decreases) in operating revenues and natural gas purchases during fiscal 2025 are as follows:

(Thousands)	2025 v. 2024	
	Operating revenues	Natural gas purchases
BGSS incentives	\$ 83,959	\$ 83,408
Firm sales	64,642	21,240
Average BGSS rates	9,763	9,763
Base rate impact	119,553	—
CIP adjustments	(27,350)	—
Riders and other ⁽¹⁾	32,218	(54)
Total increase	\$ 282,785	\$ 114,357

(1) Riders and other includes changes in rider rates, including those related to Energy Efficiency, NJCEP and other programs, which is offset in regulatory rider expense.

Non-GAAP Financial Measures

Management uses Utility Gross Margin, a non-GAAP financial measure, when evaluating the operating results of NJNG. NJNG's Utility Gross Margin is defined as operating revenues less natural gas purchases, sales tax and regulatory rider expenses. This measure differs from gross margin as presented on a GAAP basis, as it excludes certain operations and maintenance expense and depreciation and amortization. Utility Gross Margin may also not be comparable to the definition of gross margin used by others in the natural gas distribution business and other industries. We believe that Utility Gross Margin provides a meaningful basis for evaluating utility operations since natural gas costs, sales tax and regulatory rider expenses are included in operating revenues and passed through to customers and, therefore, have no effect on Utility Gross Margin. Non-GAAP financial measures are not in accordance with, or an alternative to, GAAP and should be considered in addition to, and not as a substitute for, the comparable GAAP measure.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Utility Gross Margin

A reconciliation of gross margin, the closest GAAP financial measure to NJNG's Utility Gross Margin, for the fiscal years ended September 30, is as follows:

(Thousands)	2025	2024	2023
Operating revenues	\$ 1,302,617	\$ 1,019,832	\$ 1,012,633
Less:			
Natural gas purchases	528,992	414,635	425,457
Operation and maintenance ⁽¹⁾	120,175	113,984	115,292
Regulatory rider expense	87,199	60,327	50,542
Depreciation and amortization	140,368	112,492	102,326
Gross margin	425,883	318,394	319,016
Add:			
Operation and maintenance ⁽¹⁾	120,175	113,984	115,292
Depreciation and amortization	140,368	112,492	102,326
Utility Gross Margin	\$ 686,426	\$ 544,870	\$ 536,634

(1) Excludes SG&A of approximately \$110.7M, \$111.3M and \$111.5M for the fiscal years 2025, 2024 and 2023, respectively.

Utility Gross Margin consists of three components:

- Utility firm gross margin generated from only the delivery component of either a sales tariff or a transportation tariff from residential and commercial customers who receive natural gas service from NJNG;
- BGSS incentive programs, where revenues generated or savings achieved from BPU-approved off-system sales, capacity release or storage incentive programs are shared between customers and NJNG; and
- Utility Gross Margin generated from off-tariff and interruptible customers.

The following provides more information on the components of Utility Gross Margin and associated throughput (Bcf) of natural gas delivered to customers:

(\$ in thousands)	2025		2024		2023	
	Margin	Bcf	Margin	Bcf	Margin	Bcf
Utility Gross Margin/Throughput						
Residential	\$ 471,733	47.8	\$ 369,522	44.5	360,138	43.4
Commercial, industrial and other	97,980	9.1	78,033	8.5	76,550	8.4
Firm transportation	93,543	11.7	75,641	11.7	76,114	12.1
Total utility firm gross margin/throughput	663,256	68.6	523,196	64.7	512,802	63.9
BGSS incentive programs	18,427	66.4	17,876	85.0	20,020	72.6
Interruptible/off-tariff agreements	4,743	31.0	3,798	25.8	3,812	29.5
Total Utility Gross Margin/Throughput	\$ 686,426	166.0	\$ 544,870	175.5	\$ 536,634	166.0

Utility Firm Gross Margin

Utility firm gross margin increased approximately \$140.1M during fiscal 2025 compared with fiscal 2024, due primarily to an increase in base rates, effective November 21, 2024.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

BGSS Incentive Programs

The factors contributing to the change in Utility Gross Margin generated by BGSS incentive programs are as follows:

<i>(Thousands)</i>	<i>2025 v. 2024</i>
Storage	\$ 540
Off-system sales	221
Capacity release	(210)
Total increase	\$ 551

The increase in BGSS incentive programs was due primarily to increased margins from storage incentives.

Net Income

Net income increased approximately \$80.1M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$141.6M increase in Utility Gross Margin, as previously discussed; partially offset by
- \$27.9M increase in depreciation expense as a result of additional utility plant being placed into service; and
- \$27.7M increase in income tax expense related to higher operating income.

Clean Energy Ventures

Overview

CEV actively pursues opportunities in the renewable energy markets, which includes the development, construction and operation of net-metered and grid-connected commercial solar projects. In addition, CEV enters into various long-term agreements, including PPAs, to supply energy from commercial solar projects.

Capital expenditures related to clean energy projects are subject to change due to a variety of factors that may affect our ability to commence operations at these projects on a timely basis or at all, including logistics associated with the start-up of commercial solar projects, changes to U.S. trade policy and the impact tariffs and other costs and assessments may have on equipment used to construct, generate and deliver clean energy, such as timing of construction schedules, the permitting and regulatory process and any delays related to electric grid interconnection. Other factors include economic trends, changes in law, governmental policies or incentives that support clean energy projects, unforeseen events and the ability to access capital or allocation of capital to other investments or business opportunities. CEV is also subject to various risks, which may include our ability to identify and develop commercial solar asset investments, impacts to our supply chain and our ability to source materials for construction.

The primary contributors toward the value of qualifying clean energy projects are tax incentives, RECs and electricity sales. Changes in the laws and regulations related to the ITC and/or relevant state legislation and regulatory policies affecting the market for solar renewable energy credits could significantly affect future results.

Projects placed into service after August 16, 2022, qualify for a 30% ITC. As a result of the Inflation Reduction Act, there are additional opportunities to increase the ITC amount for certain facilities that are placed in service after December 31, 2022, based upon the type of project and location.

On July 4, 2025, OBBBA was signed into law, which modifies several pre-existing provisions of the Inflation Reduction Act and other laws, including the phase-out of certain clean energy tax credits. In order to be eligible for ITCs, solar facilities must be placed in service by December 31, 2027, unless construction begins before July 4, 2026, and must satisfy the prohibited foreign entity material assistance requirements, unless construction begins before December 31, 2025.

On July 7, 2025, the President of the U.S. issued a federal executive order directing the Secretary of the Treasury to provide revised guidance on determining the beginning of construction for renewable energy projects for purposes of claiming ITCs. On August 15, 2025, the IRS released further guidance to clarify the beginning of construction for renewable energy projects deemed to have started construction on or after September 2, 2025.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

CEV continues to assess the impacts of OBBBA, the foregoing executive order and revised IRS guidance on the determination of the beginning of construction. While there have been no material impacts to the Company's financial position or results of operations as of September 30, 2025, resulting from the change in law and revised IRS guidance, these changes may impact our ability to identify, develop and source materials to construct future projects in a way that meets the new requirements established for the ITC framework.

CEV placed eleven commercial solar projects in service totaling 93.6 MWs during fiscal 2025, with related expenditures of approximately \$249.1M. CEV placed two commercial solar projects in service totaling 5.1 MWs during fiscal 2024, with related expenditures of approximately \$18.9M. CEV has approximately 479 MW of commercial solar capacity in service.

CEV may enter into transactions to sell certain of its commercial solar assets concurrent with agreements to lease the assets back over a period of five to seven years. The Company will continue to operate the solar assets and is responsible for related expenses and entitled to retain the revenue generated from RECs and energy sales. ITCs and other tax attributes associated with these solar projects transfer to the buyer if applicable; however, the lease payments are structured so that CEV is compensated for the transfer of the related tax incentives. Accordingly, for solar projects financed under sale leasebacks for which the assets were sold during the first five years of in-service life, CEV recognizes the equivalent value of the ITC in other income on the Consolidated Statements of Operations over the respective five-year ITC recapture periods, starting with the second year of the lease. During fiscal 2025, 2024 and 2023, CEV received proceeds of \$251.2M, \$64.7M and \$167.8M, respectively, in connection with the sale leaseback of commercial solar assets.

CEV operated a residential solar portfolio, which provided qualifying homeowners with the opportunity to have a solar system installed at their home in exchange for monthly lease payments and with no installation or maintenance expenses. On November 25, 2024, CEV completed the sale of its residential solar portfolio, and related assets and liabilities, to a third party for a purchase price of \$132.5M. See *Note 17. Dispositions* for more details.

For solar installations placed in-service in New Jersey prior to April 30, 2020, each MWh of electricity produced creates an SREC that represents the renewable energy attribute of the solar-electricity generated that can be sold to third parties, predominantly load-serving entities that are required to comply with the solar requirements under New Jersey's renewable portfolio standard.

Following the close of the SREC market in New Jersey, the BPU established the TREC as the successor program to the SREC program. TRECs provide a fixed compensation base multiplied by an assigned project factor in order to determine their value. The project factor is determined by the type and location of the project, as defined. All TRECs generated are required to be purchased monthly by a TREC program administrator as appointed by the BPU.

In July 2021, the BPU established a new successor solar incentive program. This ADI Program provides administratively set incentives for net metered projects of 5 MW or less. RECs generated through the production of electricity under this program are known as SREC IIs.

In December 2022, the BPU established the CSI program, which provides incentives to larger solar facilities. It is open to qualifying grid supply solar facilities, non-residential net metered solar installations with a capacity greater than 5 MW and eligible grid supply solar facilities installed in combination with energy storage. Pricing is determined based on a competitive bid solicitation process.

REC activity for the fiscal years ended September 30, consisted of the following:

	Inventory balance as of October 1,	RECs		Inventory balance as of September 30,	Average Sale Price
		Generated	Delivered		
2025					
SRECs	126,928	356,977 ⁽¹⁾	(328,776)	155,129	\$206
TRECs ⁽²⁾	11,237	106,334	(88,900)	28,671	\$146
SREC IIs ⁽²⁾	5,022	20,783	(16,233)	9,572	\$91
2024					
SRECs	144,138	402,056	(419,266)	126,928	\$197
TRECs ⁽²⁾	10,120	93,913	(92,796)	11,237	\$141
SREC IIs ⁽²⁾	6,013	19,087	(20,078)	5,022	\$90

(1) Includes SRECs purchased in relation to the sale of the residential solar portfolio.

(2) TREC and SREC II inventory balances are due primarily to the timing of generation and when RECs are delivered to the state administrator.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

CEV hedges its expected SREC production through the use of forward sales contracts. The following table reflects the hedged percentage of our projected inventory of SRECs related to CEV's in-service solar assets at September 30, 2025:

Energy Year ⁽¹⁾	Percent of SRECs Hedged
2026	93%
2027	70%
2028	65%
2029	32%

(1) Energy years are compliance periods for New Jersey's renewable portfolio standard that run from June 1 to May 31.

There are no direct costs associated with the production of RECs by our solar assets. All related costs are included as a component of O&M on the Consolidated Statements of Operations, including such expenses as facility maintenance and broker fees.

Operating Results

CEV's financial results for the fiscal years ended September 30, are summarized as follows:

<i>(Thousands)</i>	2025	2024	2023
Operating revenues	\$ 112,501	\$ 130,563	\$ 124,131
Operating expenses			
Operation and maintenance	56,167	44,042	40,089
Depreciation and amortization	24,105	27,869	25,320
Gain on sale of assets	(56,187)	—	—
Total operating expenses	24,085	71,911	65,409
Operating income	88,416	58,652	58,722
Other income, net	17,656	14,961	6,622
Interest expense, net of capitalized interest	26,702	28,545	28,569
Income tax provision (benefit)	18,214	11,406	(7,683)
Net income	\$ 61,156	\$ 33,662	\$ 44,458

Net income increased approximately \$27.5M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$56.2M gain on the sale of the residential solar portfolio; partially offset by
- \$18.1M decrease in operating revenues due primarily to the timing of SREC sales and the absence of revenue related to the sale of the residential solar portfolio;
- \$12.1M increase in O&M due primarily to SREC transfers resulting from the sale of the residential solar portfolio; and
- \$6.8M increase in income tax expense related to higher operating income.

Energy Services

Overview

ES markets and sells natural gas to wholesale and retail customers and manages natural gas transportation and storage assets throughout major market areas across North America. ES maintains a strategic portfolio of natural gas transportation and storage contracts that it utilizes in conjunction with its market expertise to provide service and value to its customers. Availability of these transportation and storage contracts allows ES to generate market opportunities by capturing price differentials over specific time horizons and between geographic market locations.

ES also provides management of transportation and storage assets for natural gas producers and regulated utilities. These management transactions typically involve the release of producer/utility-owned storage and/or transportation capacity in combination with an obligation to purchase and/or deliver physical natural gas. In addition to the contractual purchase and/or sale of physical natural gas, ES generates or pays fee-based margin in exchange for its active management and may provide the producer and/or utility with additional margin based on actual results.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

In conjunction with the active management of these contracts, ES generates earnings by identifying market opportunities and simultaneously entering into natural gas purchase/sale, storage or transportation contracts and financial derivative contracts. In cases where storage is utilized to fulfill these contracts, these forecast sales and/or purchases are economically hedged through the use of financial derivative contracts. The financial derivative contracts consist primarily of exchange-traded futures, options and swap contracts, and are frequently used to lock in anticipated transactional cash flows and to help manage volatility in natural gas market prices. Generally, when its transportation and storage contracts are exposed to periods of increased market volatility, ES is able to implement strategies that allow it to capture margin by improving the respective time or geographic spreads on a forward basis.

ES accounts for its physical commodity contracts and its financial derivative instruments at fair value on the Consolidated Balance Sheets. Changes in the fair value of physical commodity contracts and financial derivative instruments are included in earnings as a component of operating revenues or natural gas purchases on the Consolidated Statements of Operations. Volatility in reported net income at ES can occur over periods of time due to changes in the fair value of derivatives, as well as timing differences related to certain transactions. Unrealized gains and losses can fluctuate as a result of changes in the price of natural gas and SRECs from the original transaction price. Volatility in earnings can also occur as a result of timing differences between the settlement of financial derivatives and the sale of the underlying physical commodity. For example, when a financial instrument settles and the physical natural gas is injected into inventory, the realized gains and losses associated with the financial instrument are recognized in earnings. However, the gains and losses associated with the physical natural gas are not recognized in earnings until the natural gas inventory is withdrawn from storage and sold, at which time ES realizes the entire margin on the transaction.

During December 2020, ES entered into a series of AMAs with an investment grade public utility to release pipeline capacity associated with certain natural gas transportation contracts. The utility provides certain asset management services, and ES may deliver natural gas to the utility in exchange for aggregate net proceeds of approximately \$500M, payable through November 1, 2030. The AMAs include a series of initial and permanent releases, which commenced in November 2021. NJR received a total of approximately \$260M in cash from fiscal 2022 through fiscal 2024 and will receive approximately \$34M per year from fiscal 2025 through fiscal 2031 under the agreements. During fiscal 2025, 2024 and 2023, ES recognized approximately \$19.7M, \$137.2M and \$48.5M, respectively, of operating revenue related to the AMAs on the Consolidated Statements of Operations. Amounts received in excess of revenue, totaling approximately \$36.8M and \$22.3M as of September 30, 2025 and 2024, respectively, are included in deferred revenue on the Consolidated Balance Sheets.

Operating Results

ES's financial results for the fiscal years ended September 30, are summarized as follows:

(Thousands)	2025	2024	2023
Operating revenues ⁽¹⁾	\$ 453,457	\$ 485,391	\$ 691,616
Operating expenses			
Natural gas purchases (including demand charges ⁽²⁾⁽³⁾)	372,431	305,938	558,932
Operation and maintenance	16,089	24,969	19,351
Depreciation and amortization	187	205	221
Total operating expenses	388,707	331,112	578,504
Operating income	64,750	154,279	113,112
Other income, net	1,522	1,030	1,479
Interest expense, net of capitalized interest	13,097	15,233	11,400
Income tax provision	12,297	33,331	24,343
Net income	\$ 40,878	\$ 106,745	\$ 78,848

(1) Includes related party transactions of approximately \$(4.9)M and \$10.2M for fiscal 2024 and 2023, respectively, which are eliminated in consolidation. There were no related party transactions for fiscal 2025.

(2) Costs associated with pipeline and storage capacity are expensed over the term of the related contracts, which generally varies from less than one year to 10 years.

(3) Includes related party transactions of approximately \$1.2M for both fiscal 2025 and 2024, and \$0.9M for fiscal 2023, a portion of which is eliminated in consolidation.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

ES's portfolio of financial derivative instruments for the fiscal years ended September 30, is composed of:

(in Bcf)	2025	2024	2023
Net short futures and swaps contracts	4.7	7.7	6.9

During fiscal 2025, 2024 and 2023 the net short position resulted in unrealized gains of approximately \$7.3M, \$3.1M and \$16.2M, respectively.

Operating revenues decreased approximately \$31.9M during fiscal 2025, compared with fiscal 2024, due primarily to lower revenue from the AMAs, as previously discussed, partially offset by an increase in non-fee based revenue related to higher natural gas prices. Natural gas purchases increased approximately \$66.5M during fiscal 2025, compared with fiscal 2024, due primarily to the higher natural gas prices.

Future results at ES are contingent upon natural gas market price volatility driven by variations in both the supply and demand balances caused by weather and other factors. As a result, variations in weather patterns in the key market areas served may affect earnings during the fiscal year. Changes in market fundamentals, such as an increase in supply and decrease in demand due to warmer temperatures and reduced volatility, can negatively impact ES's earnings. See *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations - Natural Gas Distribution* for TETCO M-3 Daily Prices, which illustrates the daily natural gas prices in the Northeast market region.

Net income decreased approximately \$65.9M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$66.5M increase in natural gas purchases, as previously discussed; and
- \$31.9M decrease in operating revenues, as previously discussed; partially offset by
- \$21.0M decrease in income tax expense related to lower operating income; and
- \$8.9M decrease in O&M due primarily to lower employee-related expenses.

Non-GAAP Financial Measures

Management uses Financial Margin and NFE, non-GAAP financial measures, when evaluating the operating results of ES. Financial Margin and NFE are based upon removing timing differences associated with certain derivative instruments. Management views these measures as representative of the overall expected economic result and uses these measures to compare ES's results against established benchmarks and earnings targets, as these measures eliminate the impact of volatility on GAAP earnings as a result of timing differences associated with the settlement of derivative instruments. To the extent that there are unanticipated impacts from changes in the market value related to the effectiveness of economic hedges, ES's actual non-GAAP results can differ from the results anticipated at the outset of the transaction. Non-GAAP financial measures are not in accordance with, or an alternative to, GAAP and should be considered in addition to, and not as a substitute for, the comparable GAAP measure.

When ES reconciles the most directly comparable GAAP measure to both Financial Margin and NFE, the current period unrealized gains and losses on derivatives are excluded as a reconciling item. Financial Margin and NFE also exclude the effects of economic hedging of the value of our natural gas in storage and, therefore, only include realized gains and losses related to natural gas withdrawn from storage, effectively matching the full earnings effects of the derivatives with realized margins on the related physical natural gas flows. To the extent we utilize forwards, futures or other derivatives to hedge natural gas transactions and forecasted SREC production, the resulting unrealized gains and losses are also eliminated from NFE. Financial Margin differs from gross margin as defined on a GAAP basis, as it excludes certain operations and maintenance expense and depreciation and amortization as well as the effects of derivatives, as discussed above.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Financial Margin

A reconciliation of gross margin, the closest GAAP financial measure, to ES's Financial Margin is as follows:

<i>(Thousands)</i>	2025	2024	2023
Operating revenues ⁽¹⁾	\$ 453,457	\$ 485,391	\$ 691,616
Less:			
Natural gas purchases	372,431	305,938	558,932
Operation and maintenance ⁽²⁾	14,959	23,189	20,199
Depreciation and amortization	187	205	221
Gross margin	65,880	156,059	112,264
Add:			
Operation and maintenance ⁽²⁾	14,959	23,189	20,199
Depreciation and amortization	187	205	221
Unrealized (gain) loss on derivative instruments and related transactions	(12,126)	24,449	(48,251)
Effects of economic hedging related to natural gas inventory ⁽³⁾	4,242	(18,192)	34,699
Financial Margin	\$ 73,142	\$ 185,710	\$ 119,132

(1) Includes unrealized (gains) losses related to intercompany transactions between NJNG and ES that have been eliminated in consolidation of approximately \$(4.9)M and \$7.8M for fiscal 2024 and 2023, respectively. There were no unrealized (gains) losses related to intercompany transactions between NJNG and ES for fiscal 2025.

(2) Excludes SG&A of approximately \$1.1M, \$1.8M and \$(0.8)M for fiscal 2025, 2024 and 2023, respectively.

(3) Effects of hedging natural gas inventory transactions where the economic impact is realized in a future period.

Financial Margin decreased approximately \$112.6M during fiscal 2025, compared with fiscal 2024, due primarily to lower operating revenue related to the AMAs, as previously discussed.

Net Financial Earnings

A reconciliation of ES's net income, the most directly comparable GAAP financial measure to NFE, is as follows for the fiscal years ended September 30:

<i>(Thousands)</i>	2025	2024	2023
Net income	\$ 40,878	\$ 106,745	\$ 78,848
Add:			
Unrealized (gain) loss on derivative instruments and related transactions	(12,126)	24,449	(48,251)
Tax effect ⁽¹⁾	2,882	(5,810)	11,467
Effects of economic hedging related to natural gas inventory	4,242	(18,192)	34,699
Tax effect	(1,008)	4,323	(8,246)
Net financial earnings	\$ 34,868	\$ 111,515	\$ 68,517

(1) Includes taxes related to intercompany transactions between NJNG and ES that have been eliminated in consolidation of approximately \$1.2M and \$(2.4)M for fiscal 2024 and 2023, respectively. There were no unrealized (gains) losses related to intercompany transactions between NJNG and ES for fiscal 2025.

NFE decreased approximately \$76.6M during fiscal 2025, compared with fiscal 2024, due primarily to lower Financial Margin, as previously discussed.

Future results are subject to the ability of ES to expand its wholesale sales and service activities and are contingent upon many other factors, including an adequate number of appropriate and credit-qualified counterparties in an active and liquid natural marketplace; volatility in the natural gas market due to weather or other fundamental market factors impacting supply and/or demand; transportation, storage and/or other market arbitrage opportunities; sufficient liquidity in the overall energy trading market; and continued access to liquidity in the capital markets.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Storage and Transportation

Overview

S&T invests in natural gas assets, such as natural gas transportation and storage facilities. We believe that acquiring, owning and developing these storage and transportation assets, which operate under a tariff structure that has either cost- or market-based rates, can provide us organic growth opportunities. S&T is subject to various risks, including the construction, development and operation of our transportation and storage assets, as well as our ability to obtain necessary governmental, environmental and regulatory approvals, property rights and financing at reasonable costs for the construction, operation and maintenance of our assets.

S&T is comprised of Leaf River, a 32.2M Dth salt dome natural gas storage facility that operates under market-based rates, and Adelphia, a FERC-regulated interstate pipeline in southeastern Pennsylvania that operates under cost-of-service rates but can enter into negotiated rates with counterparties.

On September 30, 2024, Adelphia filed a Section 4 rate case with the FERC seeking approval to revise its transportation cost-of-service rates to reflect investments made in its pipeline system. On June 26, 2025, Adelphia reached a settlement in principle with customers participating in the rate case. On August 25, 2025, Adelphia and the rate case participants filed an offer of settlement with the FERC, which was approved on November 4, 2025, the results of which are considered immaterial to the Company's Consolidated Financial Statements.

S&T has a 50% ownership interest in Steckman Ridge, a storage facility located in western Pennsylvania that operates under market-based rates. As of September 30, 2025, our investment in Steckman Ridge totaled \$101.2M.

Operating Results

The financial results of S&T for the fiscal years ended September 30, are summarized as follows:

(Thousands)	2025	2024	2023
Operating revenues ⁽¹⁾	\$ 106,413	\$ 96,209	\$ 92,859
Operating expenses			
Natural gas purchases	1,006	1,028	1,601
Operation and maintenance	46,930	43,083	34,648
Depreciation and amortization	23,010	24,900	24,185
Total operating expenses	70,946	69,011	60,434
Operating income	35,467	27,198	32,425
Other income, net	8,416	10,207	6,850
Interest expense, net of capitalized interest	23,170	23,441	25,803
Income tax provision	5,985	4,551	3,444
Equity in earnings of affiliates	3,813	2,816	3,126
Net income	\$ 18,541	\$ 12,229	\$ 13,154

(1) Includes related party transactions of approximately \$0.1M, \$1.4M and \$4.2M for the fiscal years ended September 30, 2025, 2024 and 2023, respectively, which are eliminated in consolidation.

Net income increased approximately \$6.3M during fiscal 2025, compared with fiscal 2024, due primarily to the following factors:

- \$10.2M increase in operating revenues due to higher hub services and firm storage revenue at Leaf River; partially offset by
- \$3.8M increase in O&M due to increased employee-related expenses and consulting fees.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Non-GAAP Financial Measures

Management uses Adjusted EBITDA and NFE, non-GAAP financial measures, when evaluating the operating results of S&T. Adjusted EBITDA is net income before interest, income taxes, depreciation and amortization, corporate overhead and other income, net. Certain transactions associated with equity method investments and their impact, including the return of capital in excess of the carrying value of our previously impaired investment, are excluded from NFE. The details of such adjustments can be found in the tables below. Non-GAAP financial measures are not in accordance with, or an alternative to, GAAP and should be considered in addition to, and not as a substitute for, the comparable GAAP measure.

Adjusted EBITDA

A reconciliation of S&T's net income, the most directly comparable GAAP financial measure to Adjusted EBITDA, for the fiscal years ended September 30, is as follows:

<i>(Thousands)</i>	2025	2024	2023
Net income	\$ 18,541	\$ 12,229	\$ 13,154
Add:			
Interest expense, net of capitalized interest	23,170	23,441	25,803
Income tax provision	5,985	4,551	3,444
Depreciation and amortization	23,010	24,900	24,185
Corporate overhead	9,221	9,050	6,612
Less:			
Other income, net ⁽¹⁾	8,416	10,207	6,850
Adjusted EBITDA	\$ 71,511	\$ 63,964	\$ 66,348

⁽¹⁾ Consists primarily of interest income.

Adjusted EBITDA increased approximately \$7.5M during fiscal 2025, compared with fiscal 2024, due primarily to higher operating revenue, as previously discussed.

Net Financial Earnings

A reconciliation of S&T's net income, the most directly comparable GAAP financial measure to NFE for the fiscal years ended September 30, is as follows:

<i>(Thousands)</i>	2025	2024	2023
Net income	\$ 18,541	\$ 12,229	\$ 13,154
Add:			
Gain on equity method investment	—	—	(300)
Tax effect	—	—	(19)
Net financial earnings	\$ 18,541	\$ 12,229	\$ 12,835

NFE increased approximately \$6.3M during fiscal 2025, compared with fiscal 2024, due primarily to higher net income, as previously discussed.

Home Services and Other

The financial results of HSO consist primarily of the operating results of NJRHS. NJRHS provides service, sales and installation of appliances to service contract customers and has been focused on growing its installation business and expanding its service contract customer base. HSO also includes organizational expenses incurred at NJR. Net (loss) income was \$(0.4) and \$0.1 for the fiscal years ended September 30, 2025 and 2024, respectively.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Liquidity and Capital Resources

Our objective is to maintain an efficient consolidated capital structure that reflects the different characteristics of each reportable segment and other business operations and provides adequate financial flexibility for accessing capital markets as required. Our consolidated capital structure as of September 30, was as follows:

	2025	2024
Common stock equity	40 %	39 %
Long-term debt	54	52
Short-term debt	6	9
Total	100 %	100 %

Common Stock Equity

We satisfy our external common equity requirements, if any, through issuances of our common stock, including the proceeds from stock issuances under our DRP. The DRP allows us, at our option, to use treasury shares or newly issued shares to raise capital. NJR raised approximately \$14.9M and \$14.7M of equity through the DRP during fiscal 2025 and 2024, respectively. We also raised approximately \$19.9M and \$59.7M of equity by issuing approximately 418,000 and 1,380,000 shares through the waiver discount feature of the DRP during fiscal 2025 and 2024, respectively.

In 1996, the Board of Directors authorized us to implement a share repurchase program, which was expanded seven times since the inception of the program, authorizing a total of 19.5M shares of common stock for repurchase. Since inception, we repurchased a total of approximately 17.8M of those shares and may repurchase an additional 1.7M shares under the approved program. There were no shares repurchased during fiscal 2025 and 2024.

Debt

NJR and its unregulated subsidiaries generally rely on cash flows generated from operating activities and the utilization of committed credit facilities to provide liquidity to meet working capital and short-term debt financing requirements. NJNG also relies on the issuance of commercial paper for short-term funding. NJR and NJNG, as borrowers, periodically access the capital markets to fund long-life assets through the issuance of long-term debt securities.

We believe that our existing borrowing availability, equity proceeds and cash flows from operations will be sufficient to satisfy our working capital, capital expenditures and dividend requirements for at least the next 12 months. NJR, NJNG, CEV, S&T and ES currently anticipate that each of their financing requirements for the next 12 months will be met primarily through the issuance of short- and long-term debt, and meter or solar asset sale leasebacks.

We believe that as of September 30, 2025, NJR and NJNG were, and currently are, in compliance with all existing debt covenants, both financial and non-financial.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Short-Term Debt

We use our short-term borrowings primarily to finance ES's short-term liquidity needs, share repurchases and, on an initial basis, CEV's investments. ES's use of high-volume storage facilities and anticipated pipeline park and loan arrangements, combined with related economic hedging activities in the volatile wholesale natural gas market, create significant short-term cash requirements.

As of September 30, 2025, NJR had a revolving credit facility totaling \$575M, with approximately \$401.0M available under the facility.

NJNG satisfies its debt needs by issuing short-term and long-term debt based on its financial profile. The seasonal nature of NJNG's operations creates large short-term cash requirements, primarily to finance natural gas purchases and customer accounts receivable. NJNG obtains working capital for these requirements and for the temporary financing of construction and MGP remediation expenditures and energy tax payments, based on its financial profile, through the issuance of commercial paper supported by the NJNG Credit Facility or through short-term bank loans under the NJNG Credit Facility.

NJNG's commercial paper is sold through several commercial banks under an issuing and paying agency agreement and is supported by the \$250M NJNG Credit Facility. As of September 30, 2025, there was approximately \$206.3M available under the NJNG Credit Facility, including amounts allocated to the backstop under the commercial paper program, as applicable, and the issuance of letters of credit.

Short-term borrowings for the twelve months ended September 30, 2025, were as follows:

(Thousands)

NJR

Notes Payable to banks:	
Balance at end of period	\$ 152,600
Weighted average interest rate at end of period	5.38 %
Average balance for the period	\$ 215,008
Weighted average interest rate for average balance	5.65 %
Month end maximum for the period	<u>\$ 283,700</u>

NJNG

Commercial Paper and Notes Payable to banks:	
Balance at end of period	\$ 43,000
Weighted average interest rate at end of period	4.30 %
Average balance for the period	\$ 67,905
Weighted average interest rate for average balance	4.63 %
Month end maximum for the period	<u>\$ 156,600</u>

Due to the seasonal nature of natural gas prices and demand, and because inventory levels are built up during its natural gas injection season (April through October), NJR and NJNG's short-term borrowings tend to peak in the November through January time frame.

NJR

During fiscal 2024, NJR entered into a second amendment to NJR's Second Amended and Restated Credit Agreement, governing a \$575M NJR Credit Facility maturing on August 7, 2029, with an option to extend the maturity date up to two times for an additional period of one year each. The NJR Credit Facility includes an accordion feature, which allows NJR, in the absence of a default or event of default, to increase from time to time, with the existing or new lenders, the revolving credit commitments under the NJR Credit Facility in increments of at least \$50M with the total revolving credit commitments not exceeding \$750M. The NJR Credit Facility also permits the borrowing of revolving loans and swingline loans, as well as a \$75M sublimit for the issuance of letters of credit. Certain of NJR's unregulated subsidiaries have guaranteed all of NJR's obligations under the NJR Credit Facility. The credit facility is used primarily to finance its share repurchases, to satisfy ES's short-term liquidity needs and to finance, on an initial basis, unregulated investments.

As of September 30, 2025, NJR had 24 letters of credit outstanding totaling approximately \$21.4M, which reduced the amount available under the NJR Credit Facility by the same amount. NJR does not anticipate that these letters of credit will be drawn upon by the counterparties.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Based on its average borrowings during fiscal 2025, NJR's average interest rate was 5.65%, resulting in interest expense of approximately \$12.4M. Based on average borrowings of \$215.0M during the period, a 100 basis point change in the underlying average interest rate would have caused a change in interest expense of approximately \$2.2M during fiscal 2025.

Neither NJNG nor its assets are obligated or pledged to support the NJR Credit Facility.

NJNG

During fiscal 2024, NJNG entered into a second amendment to NJNG's Second Amended and Restated Credit Agreement governing a \$250M NJNG Credit Facility, maturing on August 7, 2029, with an option to extend the maturity date up to two times for an additional period of one year each. The NJNG Credit Facility includes an accordion feature, which would allow NJNG, in the absence of a default or event of default, to increase from time to time, with the existing or new lenders, the revolving credit commitments under the NJNG Credit Facility in increments of at least \$50M with total revolving credit commitments not exceeding \$350M. The NJNG Credit Facility also permits the borrowing of revolving loans and swingline loans, as well as a \$30M sublimit for the issuance of letters of credit.

As of September 30, 2025, NJNG had two letters of credit outstanding for \$0.7M, which reduced the amount available under the NJNG Credit Facility by the same amount. NJNG does not anticipate that these letters of credit will be drawn upon by the counterparties.

Based on its average borrowings during fiscal 2025, NJNG's average interest rate was 4.63%, resulting in interest expense of \$3.2M. Based on average borrowings of \$67.9M during the period, a 100 basis point change in the underlying average interest rate would have caused a change in interest expense of approximately \$0.8M during fiscal 2025.

Short-Term Debt Covenants

Borrowings under the NJR Credit Facility and NJNG Credit Facility are conditioned upon compliance with a maximum leverage ratio (consolidated total indebtedness to consolidated total capitalization as defined in the applicable agreements) of not more than .70 to 1.00 for NJR and .65 to 1.00 for NJNG. These revolving credit facilities contain customary representations and warranties for transactions of this type. They also contain customary events of default and certain covenants that will limit NJR's or NJNG's ability, beyond agreed-upon thresholds, to, among other things:

- incur additional debt;
- incur liens and encumbrances;
- make dispositions of assets;
- enter into transactions with affiliates; and
- merge, consolidate, transfer, sell or lease all or substantially all of the borrowers' or guarantors' assets.

These covenants are subject to a number of exceptions and qualifications set forth in the applicable agreements.

Default Provisions

The agreements governing our long-term and short-term debt obligations include provisions that, if not complied with, could require early payment or similar actions. Default events include, but are not limited to, the following:

- defaults for non-payment;
- defaults for breach of representations and warranties;
- defaults for insolvency;
- defaults for non-performance of covenants;
- cross-defaults to other debt obligations of the borrower; and
- guarantor defaults.

The occurrence of an event of default under these agreements could result in all loans and other obligations of the borrower becoming immediately due and payable and the termination of the credit facilities or term loan.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Long-Term Debt

NJR

As of September 30, 2025, NJR's long-term debt consisted of approximately \$1.1B in fixed-rate unsecured debt issuances, with maturities ranging from 2026 to 2034.

On November 7, 2024, NJR entered into a Note Purchase Agreement under which NJR issued \$100M senior notes at a fixed interest rate of 5.55%, maturing in 2034.

Neither NJNG nor its assets are obligated or pledged to support NJR's long-term debt.

NJNG

As of September 30, 2025, NJNG's long-term debt consisted of approximately \$1.8B in fixed-rate debt issuances secured by the Mortgage Indenture, with maturities ranging from 2028 to 2061, and approximately \$33.5M in sale leasebacks of natural gas meters with various maturities ranging from 2025 to 2031.

On April 15, 2025, NJNG's 10-year 2.82% \$50M senior notes matured.

On August 21, 2025, NJNG entered into a Note Purchase Agreement for \$200M aggregate principal amount of its senior notes consisting of \$100M of 5.16% senior notes due August 21, 2035, and \$100M of 5.85% senior notes due August 21, 2055.

Senior notes are secured by an equal principal amount of NJNG's FMBs issued under NJNG's Mortgage Indenture.

NJR is not obligated directly nor contingently with respect to NJNG's fixed-rate debt issuances.

Long-Term Debt Covenants and Default Provisions

The NJR and NJNG long-term debt instruments contain customary representations and warranties for transactions of their type. They also contain customary events of default and certain covenants that will limit NJR or NJNG's ability beyond agreed-upon thresholds to, among other things:

- incur additional debt (including a covenant that limits the amount of consolidated total debt of the borrower at the end of a fiscal quarter to 70% for NJR and 65% for NJNG of the consolidated total capitalization of the borrower, as those terms are defined in the applicable agreements, and a covenant limiting priority debt to 20% of the borrower's consolidated total capitalization, as those terms are defined in the applicable agreements);
- incur liens and encumbrances;
- make loans and investments;
- make dispositions of assets;
- make dividends or restricted payments;
- enter into transactions with affiliates; and
- merge, consolidate, transfer, sell or lease substantially all of the borrower's assets.

The aforementioned covenants are subject to a number of exceptions and qualifications set forth in the applicable note purchase agreements.

In addition, the FMBs issued by NJNG under the Mortgage Indenture are subject to certain default provisions. Events of Default, as defined in the Mortgage Indenture, consist mainly of:

- failure for 30 days to pay interest when due;
- failure to pay principal or premium when due and payable;
- failure to make sinking fund payments when due;
- failure to comply with any other covenants of the Mortgage Indenture after 30 days' written notice from the Trustee;
- failure to pay or provide for judgments in excess of \$30M in aggregate amount within 60 days of the entry thereof; or
- certain events that are or could be the basis of a bankruptcy, reorganization, insolvency or receivership proceeding.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Upon the occurrence and continuance of such an Event of Default, the Mortgage Indenture, subject to any provisions of law applicable thereto, provides that the Trustee may take possession and conduct the business of NJNG, may sell the trust estate or proceed to foreclose the lien of the Mortgage Indenture. The interest rate on defaulted principal and interest, to the extent permitted by law, on the FMBs issued under the Mortgage Indenture is the rate stated in the applicable supplement or, if no such rate is stated, 6% per annum.

Sale Leaseback

NJNG received approximately \$11.7M, \$8.8M and \$8.4M in fiscal 2025, 2024 and 2023, respectively, in connection with the sale leaseback of its natural gas meters. NJNG utilizes sale leaseback arrangements as a financing mechanism to fund certain of its capital expenditures related to natural gas meters, whereby the physical asset is sold concurrent with an agreement to lease the asset back. These agreements include options to repurchase the assets sold or renew the lease at the end of the term. As NJNG retains control of the natural gas meters, these arrangements do not qualify as a sale. NJNG uses the financing method to account for the transactions. NJNG continues to evaluate this sale leaseback program based on current market conditions. Natural gas meters are excluded from the lien on NJNG property under the Mortgage Indenture.

CEV enters into transactions to sell the commercial solar assets concurrent with agreements to lease the assets back over a period of five to seven years. The Company has concluded that these arrangements do not qualify as a sale for accounting purposes, as the Company retains control of the underlying assets, and are therefore treated as financing obligations, which are typically secured by the renewable energy facility asset and its future cash flows from RECs and energy sales. ITCs and other tax benefits associated with these solar projects are transferred to the buyer, if applicable; however, the lease payments are structured so that CEV is compensated for the transfer of the related tax incentives. CEV continues to operate the solar assets, including related expenses, and retain the revenue generated from RECs and energy sales, and has the option to renew the lease or repurchase the assets sold at the end of the lease term. During fiscal 2025, 2024 and 2023, CEV received proceeds of approximately \$251.2M, \$64.7M and \$167.8M, respectively, in connection with the sale leaseback of commercial solar projects. The proceeds received were recognized as a financing obligation on the Consolidated Balance Sheets.

Contractual Obligations and Capital Expenditures

As of September 30, 2025, the Company had 26 outstanding letters of credit totaling approximately \$22.1M, as previously mentioned, and there were NJR guarantees covering approximately \$138.8M of natural gas purchases and ES demand fee commitments, not yet reflected in accounts payable on the Consolidated Balance Sheets.

Estimated capital expenditures are reviewed on a regular basis and may vary based on the ongoing effects of regulatory constraints, environmental regulations, unforeseen events and the ability to access capital.

NJNG's total capital expenditures spent or accrued during fiscal 2025 were approximately \$450.1M. During fiscal 2026 capital expenditures are projected to be between \$430M and \$480M. NJNG expects to fund its obligations with a combination of cash flows from operations, cash on hand, issuance of commercial paper, available capacity under its revolving credit facility and the issuance of long-term debt. As of September 30, 2025, NJNG's future MGP expenditures are estimated to be approximately \$167.0M. For a more detailed description of MGP expenditures, see *Note 14. Commitments and Contingent Liabilities* in the accompanying Consolidated Financial Statements.

During fiscal 2025, total capital expenditures spent or accrued related to the purchase and installation of solar equipment were approximately \$271.4M. CEV's expenditures include clean energy projects that support our goal to promote renewable energy. Accordingly, CEV enters into agreements to install solar equipment for commercial projects. We estimate solar-related capital expenditures during fiscal 2026 to be between \$210M and \$290M.

Capital expenditures related to clean energy projects are subject to change due to a variety of factors that may affect our ability to commence operations at these projects on a timely basis or at all, including sourcing projects that meet our investment criteria; logistics associated with the start-up of commercial solar projects, such as timing of construction schedules, the permitting and regulatory process, any delays related to electric grid interconnection, economic trends or unforeseen events; and the ability to access capital or allocation of capital to other investments or business opportunities.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

During fiscal 2025, S&T had capital expenditures spent or accrued for Adelphia totaling approximately \$11.1M, and capital expenditures spent or accrued for Leaf River totaling approximately \$19.4M. During fiscal 2026, we expect expenditures related to Adelphia to be between \$5M and \$10M and expenditures related to Leaf River to be between \$40M and \$50M.

ES does not currently anticipate any significant capital expenditures during fiscal 2026 and 2027.

In December 2020, ES entered into a series of AMAs with an investment grade public utility to release pipeline capacity associated with certain natural gas transportation contracts. The utility provides certain asset management services, and ES may deliver natural gas to the utility in exchange for aggregate net proceeds of approximately \$500M, payable through November 1, 2030. The AMAs include a series of initial and permanent releases which commenced in November 2021. NJR received a total of approximately \$260M in cash from fiscal 2022 through fiscal 2024 and will receive \$34M per year from fiscal 2025 through fiscal 2031 under the agreements. During fiscal 2025, 2024 and 2023, ES recognized approximately \$19.7M, \$137.2M and \$48.5M, respectively, of operating revenue related to the AMAs on the Consolidated Statements of Operations. Amounts received in excess of revenue, totaling approximately \$36.8M and \$22.3M as of September 30, 2025 and 2024, respectively, are included in deferred revenue on the Consolidated Balance Sheets.

Cash Flows

Operating Activities

Cash flows from operating activities during fiscal 2025 totaled approximately \$466.3M compared with approximately \$427.4M during fiscal 2024. Operating cash flows are primarily affected by variations in working capital, which can be impacted by several factors, including:

- seasonality of our business;
- fluctuations in wholesale natural gas prices and other energy prices, including changes in derivative asset and liability values;
- timing of storage injections and withdrawals;
- deferral and recovery of natural gas costs;
- changes in contractual assets utilized to optimize margins related to natural gas transactions;
- broker margin requirements;
- impact of unusual weather patterns on our wholesale business;
- timing of the collections of receivables and payments of current liabilities;
- volumes of natural gas purchased and sold; and
- timing of SREC deliveries.

The increase of approximately \$38.9M in cash flows from operating activities during fiscal 2025, compared with fiscal 2024, was due primarily to higher base rates along with the changes in the mix of working capital components.

Investing Activities

Cash flows used in investing activities decreased approximately \$0.8M during fiscal 2025, compared with fiscal 2024, due primarily to proceeds from the sale of the CEV's residential solar portfolio, partially offset by increased utility plant and solar asset expenditures.

Financing Activities

Financing cash flows generally are seasonal in nature and are impacted by the volatility in pricing in the natural gas and other energy markets. NJNG's inventory levels are built up during its natural gas injection season (April through October) and reduced during withdrawal season (November through March) in response to the supply requirements of its customers. Changes in financing cash flows can also be impacted by natural gas management and marketing activities at ES and clean energy investments at CEV.

Cash flows from financing activities decreased approximately \$39.8M during fiscal 2025, compared with fiscal 2024, due primarily to increased payments of short and long-term debt, along with lower proceeds from the waiver discount feature of the DRP, partially offset by higher proceeds from solar sale leasebacks and long-term debt.

New Jersey Resources Corporation
Part II

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS (Continued)

Credit Ratings

The table below summarizes NJNG's credit ratings as of September 30, 2025, issued by two rating entities, Moody's and Fitch:

	Moody's	Fitch
Corporate Rating	N/A	A-
Commercial Paper	P-2	F-2
Senior Secured	A1	A+
Ratings Outlook	Stable	Stable

The Moody's ratings and outlook were reaffirmed on June 27, 2025. The Fitch ratings and outlook were reaffirmed on April 4, 2025. NJNG's Moody's and Fitch ratings are investment-grade ratings. NJR is not rated by Moody's or Fitch.

Although NJNG is not party to any lending agreements that would accelerate the maturity date of any obligation caused by a failure to maintain any specific credit rating, if such ratings are downgraded below investment grade, borrowing costs could increase, as would the costs of maintaining certain contractual relationships, and future financing and our access to capital markets would be reduced. Even if ratings are downgraded without falling below investment grade, NJR and NJNG could face increased borrowing costs under their credit facilities. A rating set forth above is not a recommendation to buy, sell or hold NJR's or NJNG's securities and may be subject to revision or withdrawal at any time. Each rating set forth above should be evaluated independently of any other rating.

The timing and mix of any external financings will target a common equity ratio that is consistent with maintaining NJNG's current short-term and long-term credit ratings.

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Financial Risk Management

Commodity Market Risks

Natural gas is a nationally traded commodity. Its prices are determined effectively by the NYMEX, ICE and over-the-counter markets. The prices on the NYMEX, CME, ICE and over-the-counter markets generally reflect the national balance of natural gas supply and demand but are also significantly influenced from time to time by other events.

Our regulated and unregulated businesses are subject to market risk due to fluctuations in the price of natural gas. To economically hedge against such fluctuations, we have entered into forwards, futures, options and swap agreements. To manage these derivative instruments, we have well-defined risk management policies and procedures that include daily monitoring of volumetric limits and monetary guidelines. Our natural gas businesses are conducted through two of our operating subsidiaries. NJNG is a regulated utility that uses futures, options and swaps to provide relative price stability, and its recovery of natural gas costs is governed by the BPU. ES uses futures, options, swaps and physical contracts to economically hedge purchases and sales of natural gas.

The following table reflects the changes in the fair market value of financial derivatives related to natural gas purchases and sales:

<i>(Thousands)</i>	Balance September 30, 2024	Increase (Decrease) in Fair Market Value	Less Amounts Settled	Balance September 30, 2025
NJNG	\$ (2)	\$ 5,494	\$ 5,146	\$ 346
ES	3,135	10,147	5,938	7,344
Total	\$ 3,133	\$ 15,641	\$ 11,084	\$ 7,690

There were no changes in methods of valuations during the fiscal year ended September 30, 2025.

New Jersey Resources Corporation
Part II

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK (Continued)

The following is a summary of fair market value of financial derivatives as of September 30, 2025, by method of valuation and by maturity for each fiscal year period:

<i>(Thousands)</i>	2026	2027	2028 - 2030	After 2030	Total Fair Value
Price based on ICE	\$ 7,035	\$ 343	\$ 312	\$ —	\$ 7,690

The following is a summary of financial derivatives by type as of September 30, 2025:

<i>(Thousands)</i>	Volume Bcf	Price per MMBtu	Amounts included in Derivatives (Thousands)
NJNG	Futures	36.1	\$ 1.10 - \$ 4.36
ES	Futures	(4.7)	\$ 1.69 - \$ 5.19
Total			\$ 7,690

The following table reflects the changes in the fair market value of physical commodity contracts:

<i>(Thousands)</i>	Balance September 30, 2024	Increase (Decrease) in Fair Market Value	Less Amounts Settled	Balance September 30, 2025
NJNG - Prices based on other external data	\$ (558)	(7,073)	(7,659)	\$ 28
ES - Prices based on other external data	(12,717)	3,015	(4,914)	(4,788)
Total	\$ (13,275)	(4,058)	(12,573)	\$ (4,760)

Our market price risk is predominately linked with changes in the price of natural gas at the Henry Hub, the delivery point for the NYMEX natural gas futures contracts. Based on price sensitivity analysis, an illustrative 10% movement in the natural gas futures contract price, for example, increases (decreases) the reported derivative fair value of all open, unadjusted Henry Hub natural gas futures and fixed price swap positions by approximately \$3.5M. This analysis does not include potential changes to reported credit adjustments embedded in the \$7.1M reported fair value.

Derivative Fair Value Sensitivity Analysis

<i>(Thousands)</i>	Henry Hub Futures and Fixed Price Swaps				
Percent increase in NYMEX natural gas futures prices	0%	5%	10%	15%	20%
Estimated change in derivative fair value	\$ —	\$ (1,732)	\$ (3,465)	\$ (5,197)	\$ (6,929)
Ending derivative fair value	\$ 7,144	\$ 5,412	\$ 3,679	\$ 1,947	\$ 215
<hr/>					
Percent decrease in NYMEX natural gas futures prices	0%	(5)%	(10)%	(15)%	(20)%
Estimated change in derivative fair value	\$ —	\$ 1,732	\$ 3,465	\$ 5,197	\$ 6,929
Ending derivative fair value	\$ 7,144	\$ 8,876	\$ 10,609	\$ 12,341	\$ 14,073

Wholesale Credit Risk

The following is a summary of gross and net credit exposures, grouped by investment and non-investment grade counterparties, as of September 30, 2025. Gross credit exposure for ES is defined as the unrealized fair value of derivative and energy trading contracts, plus any outstanding wholesale receivable for the value of natural gas or power delivered and/or financial derivative commodity contract that has settled for which payment has not yet been received. Gross credit exposure for S&T is defined as demand and estimated usage fees for contracted services and/or market value of loan balances for which payment has not yet been received. Net credit exposure is defined as gross credit exposure reduced by collateral received from counterparties and/or payables, where netting agreements exist. The amounts presented below exclude accounts receivable for NJNG retail natural gas sales and services.

New Jersey Resources Corporation
Part II

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK (Continued)

ES's, CEV's and S&T's counterparty credit exposure as of September 30, 2025, is as follows:

<i>(Thousands)</i>	Gross Credit Exposure	Net Credit Exposure
Investment grade	\$ 86,917	\$ 83,101
Noninvestment grade	5,543	1,751
Internally-rated investment grade	12,576	12,235
Internally-rated noninvestment grade	20,987	14,742
Total	\$ 126,023	\$ 111,829

NJNG's counterparty credit exposure as of September 30, 2025, is as follows:

<i>(Thousands)</i>	Gross Credit Exposure	Net Credit Exposure
Investment grade	\$ 9,460	\$ 7,507
Noninvestment grade	319	—
Internally-rated investment grade	102	—
Internally-rated noninvestment grade	682	149
Total	\$ 10,563	\$ 7,656

Due to the inherent volatility in the market price for natural gas, electricity and RECs, the market value of contractual positions with individual counterparties could exceed established credit limits or collateral provided by those counterparties. If a counterparty failed to perform the obligations under its contract (for example, failed to make payment for natural gas received), we could sustain a loss. This loss would comprise the loss on natural gas delivered but not paid for and/or the cost of replacing natural gas not delivered or received at a price that exceeds the original contract price. Any such loss could have a material impact on our financial condition, results of operations or cash flows.

Effects of Interest Rate Fluctuations

We are also exposed to changes in interest rates on our debt hedges and variable rate debt. We do not believe an immediate 10% increase or decrease in interest rates would have a material effect on our operating results or cash flows.

Information regarding NJR's interest rate risk can be found in the *Liquidity and Capital Resources - Debt* section of *Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations*.

Effects of Inflation

Any change in price levels has an effect on operating results due to the capital-intensive and regulated nature of our utility subsidiary. The Company's operations are sensitive to increases in the rate of inflation because of its operational and capital spending requirements in both its regulated and non-regulated businesses. We attempt to minimize the effects of inflation through cost control, productivity improvements and regulatory actions, when appropriate. See *Item 1A. Risk Factors* for additional information related to the impact of recent increases in inflation rates.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Management of New Jersey Resources Corporation is responsible for establishing and maintaining adequate internal control over financial reporting as defined in Rule 13a-15(f) and 15d-15(f) of the Exchange Act. The Company's internal control over financial reporting is a process designed to provide reasonable assurance to the Company's Management and Board of Directors regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with GAAP and includes policies and procedures that:

- pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Company;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorizations of management and directors of the Company; and
- provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the Company's assets that could have a material effect on the financial statements.

Under the supervision and with the participation of the Company's management, including its principal executive officer and principal financial officer, management conducted an evaluation of the effectiveness of the Company's internal control over financial reporting as of September 30, 2025. In making this assessment, management used the criteria for effective internal control over financial reporting described in the *Internal Control-Integrated Framework (2013)* set forth by the Committee of Sponsoring Organizations of the Treadway Commission. Based on the assessment, management concluded that, as of September 30, 2025, the Company's internal control over financial reporting was effective to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with GAAP.

The conclusion of the Company's principal executive officer and principal financial officer is based on the recognition that there are inherent limitations in all systems of internal control over financial reporting. Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements, errors or fraud. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

The Company's independent registered public accounting firm, Deloitte & Touche LLP, has issued its report on the effectiveness of the Company's internal control over financial reporting as of September 30, 2025, which appears herein.

November 20, 2025

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareowners and the Board of Directors of New Jersey Resources Corporation

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of New Jersey Resources Corporation and subsidiaries (the “Company”) as of September 30, 2025 and 2024, the related consolidated statements of operations, comprehensive income, common stock equity, and cash flows, for each of the three years in the period ended September 30, 2025, and the related notes and the financial statement schedule listed in the Index at Item 15 (collectively referred to as the “financial statements”). In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of September 30, 2025 and 2024, and the results of its operations and its cash flows for each of the three years in the period ended September 30, 2025, in conformity with accounting principles generally accepted in the United States of America.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company’s internal control over financial reporting as of September 30, 2025, based on criteria established in Internal Control — Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated November 20, 2025, expressed an unqualified opinion on the Company’s internal control over financial reporting.

Basis for Opinion

These financial statements are the responsibility of the Company’s management. Our responsibility is to express an opinion on the Company’s financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current-period audit of the financial statements that was communicated or required to be communicated to the audit committee and that (1) relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matters does not alter in any way our opinion on the financial statements taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Regulation — Impact of Rate-Regulation on the Financial Statements — Refer to Notes 2 and 4 to the financial statements

Critical Audit Matter Description

New Jersey Natural Gas Company (“NJNG”), a subsidiary of the Company, is a regulated gas distribution company and is subject to regulation by the New Jersey Board of Public Utilities (the “BPU”). Management has determined NJNG meets the requirements under accounting principles generally accepted in the United States of America to prepare its financial statements in accordance with ASC 980, Regulated Operations, and reflect the effects of regulatory actions.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Regulatory assets are recognized for the effect of transactions or events where future recovery of underlying costs is probable in regulated customer rates. The effect of such accounting is to defer certain or qualifying costs that would otherwise currently be charged to expense. Regulatory liabilities are recognized for amounts that are expected to be returned to customers through future regulated customer rates. Regulatory decisions can have an impact on the recovery of costs, the rate of return earned on investment, and the timing and amount of assets to be recovered by rates. While NJNG expects to recover costs from customers through regulated rates, there is a risk that the BPU will not approve full recovery of such costs or full recovery of all amounts invested in the utility business and a reasonable return on that investment.

We identified the impact of rate regulation at NJNG as a critical audit matter due to the significant judgments made by management to support its assertions about the impacted account balances and disclosures, including assessing the probability of both recovery in rates of incurred costs, and refunds to customers. Auditing these judgments requires specialized knowledge of accounting for rate regulation and the rate setting process due to its inherent complexities.

How the Critical Audit Matter Was Addressed in the Audit

Our audit procedures related to the impact of regulatory orders, including the probability of both recovery in rates of incurred costs, and refunds to customers, included the following, among others:

- We tested the effectiveness of management's internal controls over the evaluation of the likelihood of recovery or refund in future rates of costs deferred as regulatory assets and liabilities. We tested the effectiveness of management's internal controls over the recognition of amounts deferred as regulatory assets or liabilities and the monitoring and evaluation of regulatory developments that may affect the probability of recovering costs in future rates or of a future reduction in rates due to refunds to customers.
- We obtained and read relevant regulatory orders issued by the BPU for NJNG and other publicly available information to assess the probability of recovery in future rates or of a future reduction in rates based on precedence of the BPU's treatment of similar costs under similar circumstances.
- We obtained an analysis from management regarding the probability of recovery for regulatory assets or refund or future reduction in rates for regulatory liabilities to assess management's assertion that amounts are probable of recovery or a future reduction in rates.
- We evaluated the Company's disclosures related to the impacts of rate regulation, including the balances recorded and regulatory developments.

/s/ Deloitte & Touche LLP

Morristown, New Jersey
November 20, 2025

We have served as the Company's auditor since 1951.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareowners and the Board of Directors of New Jersey Resources Corporation

Opinion on Internal Control over Financial Reporting

We have audited the internal control over financial reporting of New Jersey Resources Corporation and subsidiaries (the “Company”) as of September 30, 2025, based on criteria established in Internal Control — Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of September 30, 2025, based on criteria established in Internal Control — Integrated Framework (2013) issued by COSO.

We have also audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated financial statements as of and for the year ended September 30, 2025, of the Company and our report dated November 20, 2025, expressed an unqualified opinion on those financial statements.

Basis for Opinion

The Company’s management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management’s Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company’s internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control over Financial Reporting

A company’s internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ Deloitte & Touche LLP

Morristown, New Jersey
November 20, 2025

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CONSOLIDATED STATEMENTS OF OPERATIONS

(Thousands, except per share data)

Fiscal years ended September 30,	2025	2024	2023
OPERATING REVENUES			
Utility	\$ 1,301,496	\$ 1,018,482	\$ 1,011,284
Nonutility	734,916	778,057	951,710
Total operating revenues	2,036,412	1,796,539	1,962,994
OPERATING EXPENSES			
Natural gas purchases:			
Utility	521,103	405,332	416,158
Nonutility	372,211	304,426	555,579
Related parties	5,952	7,147	7,206
Operation and maintenance	410,506	394,636	373,568
Regulatory rider expenses	87,199	60,327	50,542
Depreciation and amortization	188,774	166,567	152,941
Gain on sale of assets	(58,200)	—	—
Total operating expenses	1,527,545	1,338,435	1,555,994
OPERATING INCOME			
Other income, net	508,867	458,104	407,000
Interest expense, net of capitalized interest	46,244	41,553	26,083
INCOME BEFORE INCOME TAXES AND EQUITY IN EARNINGS OF AFFILIATES	426,516	369,382	310,069
Income tax provision	96,956	84,906	49,275
Equity in earnings of affiliates	6,067	5,299	3,930
NET INCOME	\$ 335,627	\$ 289,775	\$ 264,724
EARNINGS PER COMMON SHARE			
Basic	\$3.35	\$2.94	\$2.73
Diluted	\$3.33	\$2.92	\$2.71
WEIGHTED AVERAGE SHARES OUTSTANDING			
Basic	100,244	98,634	97,028
Diluted	100,788	99,289	97,627

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(Thousands)

Fiscal years ended September 30,	2025	2024	2023
Net income	\$ 335,627	\$ 289,775	\$ 264,724
Other comprehensive (loss) income, net of tax			
Reclassifications of losses to net income on derivatives designated as hedging instruments, net of tax of \$(317), \$(317) and \$(317), respectively	1,052	1,054	1,053
Adjustment to postemployment benefit obligation, net of tax of \$1,803, \$(706) and \$1,873, respectively	(5,994)	2,384	(6,186)
Other comprehensive (loss) income, net of tax	(4,942)	3,438	(5,133)
Comprehensive income	\$ 330,685	\$ 293,213	\$ 259,591

See Notes to Consolidated Financial Statements

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CONSOLIDATED STATEMENTS OF CASH FLOWS

(Thousands)

Fiscal years ended September 30,	2025	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES			
Net income			
Adjustments to reconcile net income to cash flows from operating activities			
Unrealized (gain) loss on derivative instruments	(12,126)	19,574	(38,081)
Gain on sale of assets	(58,200)	—	—
Depreciation and amortization	188,774	166,567	152,941
Amortization of acquired wholesale energy contracts	—	125	2,271
Allowance for equity used during construction	(9,973)	(6,874)	(7,137)
Allowance for doubtful accounts	10,030	1,229	1,570
Non-cash lease expense	4,451	4,674	3,708
Deferred income taxes	76,971	85,735	30,462
Equivalent value of ITCs recognized on equipment financing	(16,983)	(15,328)	(6,986)
Manufactured gas plant remediation costs	(12,854)	(23,451)	(9,571)
Cost of removal - asset retirement obligations	(2,044)	(1,727)	(1,526)
Contributions to postemployment benefit plans	(1,025)	(2,659)	(4,706)
Taxes related to stock-based compensation	(1,934)	(1,219)	(588)
Changes in:			
Components of working capital	(31,899)	(61,058)	61,525
Other noncurrent assets and liabilities	(2,466)	(27,956)	30,387
Cash flows from operating activities	466,349	427,407	478,993
CASH FLOWS USED IN INVESTING ACTIVITIES			
Expenditures for:			
Utility plant	(391,906)	(372,019)	(350,304)
Solar equipment	(238,185)	(104,287)	(107,303)
Storage and transportation and other	(29,957)	(46,628)	(42,757)
Cost of removal	(46,030)	(48,385)	(40,555)
Distribution from equity investees in excess of equity in earnings	612	2,246	2,294
Proceeds from sale of assets	137,195	—	—
Cash flows used in investing activities	(568,271)	(569,073)	(538,625)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from long-term debt	300,000	250,000	225,000
Payments of long-term debt	(206,922)	(125,066)	(71,934)
Payments of term loan	—	—	(150,000)
(Payments of) proceeds from short-term debt, net	(96,200)	39,700	(21,850)
Proceeds from sale leaseback transactions - solar	251,171	64,694	167,790
Proceeds from sale leaseback transactions - natural gas meters	11,714	8,814	8,441
Payments of common stock dividends	(180,066)	(165,063)	(150,973)
Proceeds from waiver discount issuance of common stock	19,910	59,730	42,807
Proceeds from issuance of common stock - DRP	14,918	14,676	14,993
Tax withholding payments related to net settled stock compensation	(12,566)	(5,724)	(4,577)
Cash flows from financing activities	101,959	141,761	59,697
Change in cash, cash equivalents and restricted cash	37	95	65
Cash, cash equivalents and restricted cash at beginning of period	1,612	1,517	1,452
Cash, cash equivalents and restricted cash at end of period	\$ 1,649	\$ 1,612	\$ 1,517
CHANGES IN COMPONENTS OF WORKING CAPITAL			
Receivables	\$ (15,100)	\$ (12,744)	\$ 112,628
Inventories	(21,647)	(11,086)	67,445
Recovery of natural gas costs	6,931	734	(14,427)
Natural gas purchases payable	5,078	6,238	(183,772)
Natural gas purchases payable - related parties	(234)	16	8
Deferred revenue	1,033	(39,832)	934
Accounts payable and other	6,188	15,640	7,537
Prepaid expenses	906	(2,013)	(1,169)
Prepaid and accrued taxes	1,052	(23,517)	16,415
Restricted broker margin accounts	(1,295)	19,535	46,364
Customers' credit balances and deposits	(7,298)	(6,315)	11,664
Other current assets and liabilities	(7,513)	(7,714)	(2,102)
Total	\$ (31,899)	\$ (61,058)	\$ 61,525
SUPPLEMENTAL DISCLOSURES OF CASH FLOWS INFORMATION			
Cash paid for:			
Interest (net of amounts capitalized)	\$ 130,333	\$ 120,239	\$ 108,194
Income taxes	\$ 9,883	\$ 21,313	\$ 4,282
Accrued capital expenditures	\$ 60,965	\$ 22,535	\$ 25,867
Notes receivable recognized as non-cash investing activity	\$ 42,500	\$ —	\$ —

See Notes to Consolidated Financial Statements

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CONSOLIDATED BALANCE SHEETS

ASSETS

(Thousands)

September 30,	2025	2024
PROPERTY, PLANT AND EQUIPMENT		
Utility plant, at cost	\$ 4,434,220	\$ 4,221,395
Construction work in progress	395,943	233,295
Nonutility plant and equipment, at cost	1,972,811	1,834,956
Construction work in progress	151,404	206,869
Total property, plant and equipment	6,954,378	6,496,515
Accumulated depreciation and amortization, utility plant	(850,757)	(786,594)
Accumulated depreciation and amortization, nonutility plant and equipment	(293,522)	(306,698)
Property, plant and equipment, net	5,810,099	5,403,223
CURRENT ASSETS		
Cash and cash equivalents	591	1,017
Customer accounts receivable:		
Billed	109,366	105,531
Unbilled revenues	24,194	20,094
Allowance for doubtful accounts	(11,371)	(8,506)
Regulatory assets	48,898	73,070
Natural gas in storage, at average cost	215,836	199,125
Materials and supplies, at average cost	43,420	38,484
Prepaid expenses	10,848	11,754
Prepaid taxes	67,143	67,066
Derivatives, at fair value	12,514	6,813
Restricted broker margin accounts	8,920	13,243
Other current assets	39,517	26,904
Total current assets	569,876	554,595
NONCURRENT ASSETS		
Investments in equity method investees	101,243	101,744
Regulatory assets	672,518	609,192
Operating lease assets	185,596	184,485
Derivatives, at fair value	2,319	806
Software costs	11,151	10,522
Deferred income taxes	20,821	20,751
Postemployment employee benefit assets	40,813	24,660
Notes receivable	42,500	—
Other noncurrent assets	121,839	71,667
Total noncurrent assets	1,198,800	1,023,827
Total assets	\$ 7,578,775	\$ 6,981,645

See Notes to Consolidated Financial Statements

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CAPITALIZATION AND LIABILITIES

(Thousands, except share data)

September 30,	2025	2024
CAPITALIZATION		
Common stock, \$2.50 par value; authorized 150,000,000 shares; outstanding shares September 30, 2025 — 100,478,590; September 30, 2024 — 99,461,448	\$ 250,705	\$ 248,159
Premium on common stock	676,635	633,811
Accumulated other comprehensive loss, net of tax	(11,463)	(6,521)
Treasury stock at cost and other; shares September 30, 2025 — 17,273; September 30, 2024 — 16,302	24,422	26,220
Retained earnings	1,451,367	1,298,774
Common stock equity	2,391,666	2,200,443
Long-term debt	3,250,387	2,879,464
Total capitalization	5,642,053	5,079,907
CURRENT LIABILITIES		
Current maturities of long-term debt	158,192	189,006
Short-term debt	195,600	291,800
Natural gas purchases payable	62,593	57,515
Natural gas purchases payable to related parties	641	875
Deferred revenue	22,605	21,572
Accounts payable and other	204,478	169,232
Dividends payable	47,719	44,752
Accrued taxes	11,722	10,593
Regulatory liabilities	12,884	32,981
New Jersey Clean Energy Program	17,171	18,491
Derivatives, at fair value	7,620	6,271
Restricted broker margin accounts	3,949	1,146
Operating lease liabilities	4,388	4,945
Customers' credit balances and deposits	31,297	38,595
Total current liabilities	780,859	887,774
NONCURRENT LIABILITIES		
Deferred income taxes	438,411	358,783
Deferred investment tax credits	1,878	2,156
Deferred revenue	17,580	3,095
Derivatives, at fair value	4,283	11,490
Manufactured gas plant remediation	166,990	161,650
Postemployment employee benefit liabilities	108,830	64,609
Regulatory liabilities	171,177	175,847
Operating lease liabilities	159,131	159,303
Asset retirement obligations	76,507	66,698
Other noncurrent liabilities	11,076	10,333
Total noncurrent liabilities	1,155,863	1,013,964
Commitments and contingent liabilities (Note 14)		
Total capitalization and liabilities	\$ 7,578,775	\$ 6,981,645

See Notes to Consolidated Financial Statements

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CONSOLIDATED STATEMENTS OF COMMON STOCK EQUITY

(Thousands)	Number of Shares	Common Stock	Premium on Common Stock	Accumulated Other Comprehensive (Loss) Income	Treasury Stock And Other	Retained Earnings	Total
Balance as of September 30, 2022	96,250	\$ 241,616	\$ 519,697	\$ (4,826)	\$ (6,805)	\$ 1,067,528	\$ 1,817,210
Net income	—	—	—	—	—	264,724	264,724
Other comprehensive loss	—	—	—	(5,133)	—	—	(5,133)
Common stock issued:							
Incentive compensation plan	136	339	4,829	—	—	—	5,168
Dividend reinvestment plan ⁽¹⁾	258	205	6,069	—	8,760	—	15,034
Waiver discount	948	1,298	28,059	—	13,450	—	42,807
Cash dividend declared (\$1.59 per share)	—	—	—	—	—	(154,418)	(154,418)
Treasury stock and other	(8)	—	—	—	5,343	—	5,343
Balance as of September 30, 2023	97,584	243,458	558,654	(9,959)	20,748	1,177,834	1,990,735
Net income	—	—	—	—	—	289,775	289,775
Other comprehensive income	—	—	—	3,438	—	—	3,438
Common stock issued:							
Incentive compensation plan	154	385	5,099	—	—	—	5,484
Dividend reinvestment plan ⁽¹⁾	346	864	13,780	—	—	—	14,644
Waiver discount	1,380	3,452	56,278	—	—	—	59,730
Cash dividend declared (\$1.71 per share)	—	—	—	—	—	(168,835)	(168,835)
Treasury stock and other	(3)	—	—	—	5,472	—	5,472
Balance as of September 30, 2024	99,461	248,159	633,811	(6,521)	26,220	1,298,774	2,200,443
Net income	—	—	—	—	—	335,627	335,627
Other comprehensive loss	—	—	—	(4,942)	—	—	(4,942)
Common stock issued:							
Incentive compensation plan	283	708	9,905	—	—	—	10,613
Dividend reinvestment plan	318	793	14,054	—	—	—	14,847
Waiver discount	418	1,045	18,865	—	—	—	19,910
Cash dividend declared (\$1.825 per share)	—	—	—	—	—	(183,034)	(183,034)
Treasury stock and other	(1)	—	—	—	(1,798)	—	(1,798)
Balance as of September 30, 2025	100,479	\$ 250,705	\$ 676,635	\$ (11,463)	\$ 24,422	\$ 1,451,367	\$ 2,391,666

⁽¹⁾ Certain shares sold through the DRP issued from treasury stock are at average cost, which may differ from the actual market price paid.

See Notes to Consolidated Financial Statements

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

1. NATURE OF THE BUSINESS

The Company provides regulated natural gas distribution services, transmission and storage services and operates certain unregulated businesses primarily through the following:

NJNG provides natural gas utility service to residential and commercial customers throughout Burlington, Middlesex, Monmouth, Morris, Ocean and Sussex counties in New Jersey and is subject to rate regulation by the BPU. NJNG comprises the Natural Gas Distribution segment.

NJRCEV, the Company's clean energy subsidiary, comprises the CEV segment, which owns and operates clean energy projects, including commercial solar installations located in New Jersey, Rhode Island, New York, Connecticut, Michigan, Indiana and Pennsylvania.

On November 25, 2024, CEV completed the sale of its residential solar portfolio, and related assets and liabilities, to a third party for a purchase price of \$132.5M. See *Note 17. Dispositions* for more information regarding the transaction.

NJRES comprises the ES segment. ES maintains and transacts around a portfolio of natural gas transportation and storage capacity contracts and provides physical wholesale energy, retail energy and energy management services in the U.S.

NJR Midstream Holdings Corporation, which comprises the S&T segment, invests in energy-related ventures through its subsidiaries. The Company operates natural gas storage and transmission assets through the wholly-owned subsidiaries of Leaf River and Adelphia and is subject to rate regulation by FERC. The Company holds a 50% combined ownership interest in Steckman Ridge, a FERC-jurisdictional natural gas storage facility located in Pennsylvania, which is accounted for under the equity method of accounting.

NJR Retail Holdings Corporation has one principal subsidiary: NJRHS, which provides heating, central air conditioning, standby generators, solar and other indoor and outdoor comfort products to residential homes throughout New Jersey. NJRHS is included in HSO.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation

The Consolidated Financial Statements include the accounts of the Company and its subsidiaries. All intercompany accounts and transactions have been eliminated.

Other financial investments or contractual interests that lack the characteristics of a voting interest entity, which are commonly referred to as variable interest entities, are evaluated by the Company to determine if the entity has the power to direct business activities and, therefore, would be considered a controlling interest that the Company would have to consolidate. Based on those evaluations, NJR has determined that it does not have any investments in variable interest entities as of September 30, 2025, 2024 and 2023.

Investments in entities over which the Company does not have a controlling financial interest are accounted for under the equity method.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires the Company to make estimates that affect the reported amounts of assets, liabilities, revenues, expenses and related disclosure of contingencies during the reporting period. On a quarterly basis, or more frequently whenever events or changes in circumstances indicate a need, the Company evaluates its estimates, including those related to the calculation of equity method investments, lease liabilities, unbilled revenues, allowance for doubtful accounts, provisions for depreciation and amortization, long-lived assets, regulatory assets and liabilities, income taxes, pensions and other postemployment benefits, contingencies related to environmental matters and litigation and the fair value of derivative instruments and debt. AROs are evaluated periodically as required. The Company's estimates are based on historical experience and on various other assumptions that are believed to be reasonable under the circumstances, the results of which form the basis for making judgments about the carrying value of assets and liabilities that are not readily apparent from other sources.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Company has legal, regulatory and environmental proceedings during the normal course of business that can result in loss contingencies. When evaluating the potential for a loss, the Company will establish a reserve if a loss is probable and can be reasonably estimated, in which case it is the Company's policy to accrue the full amount of such estimates. Where the information is sufficient only to establish a range of probable liability, and no point within the range is more likely than any other, it is the Company's policy to accrue the lower end of the range. In the normal course of business, estimated amounts are subsequently adjusted to actual results that may differ from estimates.

Revenues

Revenues from the sale of natural gas to NJNG customers are recognized in the period that natural gas is delivered and consumed by customers, including an estimate for unbilled revenue. Natural gas sales to individual customers are based on meter readings, which are performed on a systematic basis throughout the month. At the end of each month, the amount of natural gas delivered to each customer after the last meter reading through the end of the respective accounting period is estimated, and recognizes unbilled revenues related to these amounts. The unbilled revenue estimates are based on estimated customer usage by customer type, weather effects, unaccounted-for natural gas and the most current tariff rates.

CEV recognizes revenue when SRECs are transferred to counterparties. SRECs are physically delivered through the transfer of certificates as per contractual settlement schedules. The SREC program officially closed to new qualified solar projects in April 2020.

In December 2019, the BPU established the TREC as the successor to the SREC program. TRECs provide a fixed compensation base multiplied by an assigned project factor in order to determine their value. The project factor is determined by the type and location of the project, as defined.

In July 2021, the BPU established a new successor solar incentive program, or SREC IIs. The ADI Program provides administratively set incentives for net metered projects of 5 MW or less. RECs generated through the production of electricity under this program are known as SREC IIs.

TRECs and SREC IIs generated are required to be purchased monthly by a REC program administrator as appointed by the BPU. Revenue for TRECs and SREC IIs are recognized upon generation and are transferred monthly based upon metered solar electricity activity.

Revenues for ES are recognized when the natural gas is physically delivered to the customer. In addition, changes in the fair value of derivatives that economically hedge the forecasted sales of the natural gas are recognized in operating revenues as they occur. ES also recognizes changes in the fair value of SREC derivative contracts for forward sales as a component of operating revenues.

In December 2020, ES entered into a series of AMAs with an investment grade public utility to release pipeline capacity associated with certain natural gas transportation contracts, which commenced in November 2021. The AMAs include a series of temporary and permanent releases, and revenue under these agreements is recognized as the performance obligations are satisfied. For temporary releases of pipeline capacity, revenue is recognized on a straight-line basis over the agreed-upon term. For permanent releases of pipeline capacity, which represent a transfer of contractual rights for such capacity, revenue is recognized upon the transfer of the underlying contractual rights. ES recognized approximately \$19.7M, \$137.2M and \$48.5M of operating revenue related to the AMAs on the Consolidated Statements of Operations during fiscal 2025, 2024 and 2023, respectively. Amounts received in excess of revenue recognized totaling approximately \$36.8M and \$22.3M are included in deferred revenue on the Consolidated Balance Sheets as of September 30, 2025 and 2024, respectively.

S&T generates revenues from firm storage contracts and transportation contracts, related usage fees and hub services for the use of storage space, injections and withdrawals from their natural gas storage facility and the delivery of natural gas to customers. Demand fees are recognized as revenue over the term of the related agreement while usage fees and hub services revenues are recognized as services are performed.

Revenues from all other activities are recorded in the period during which products or services are delivered and accepted by customers, or over the related contractual term. See *Note 3. Revenue* for further information.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Natural Gas Purchases

NJNG's tariff includes a component for BGSS, which is designed to allow it to recover the cost of natural gas through rates charged to its customers and is typically revised on an annual basis. As part of computing its BGSS rate, NJNG projects its cost of natural gas, net of supplier refunds, the impact of hedging activities and cost savings created by BGSS incentive programs. NJNG subsequently recovers or credits the difference, if any, of actual costs compared with those included in current rates. Any underrecoveries or overrecoveries are either credited to customers or deferred and, subject to BPU approval, reflected in the BGSS rates in subsequent years.

Natural gas purchases at ES are composed of natural gas costs to be paid upon completion of a variety of transactions, as well as realized gains and losses from settled derivative instruments and unrealized gains and losses on the change in fair value of derivative instruments that have not yet settled. Changes in the fair value of derivatives that economically hedge the forecasted purchases of natural gas are recognized in natural gas purchases as they occur.

Demand Fees

For the purpose of securing storage and pipeline capacity in support of their respective businesses, ES and NJNG enter into storage and pipeline capacity contracts, which require the payment of associated demand fees and charges that allow them access to a high priority of service in order to maintain the ability to access storage or pipeline capacity during a fixed time period, which generally ranges from one to 10 years. Many of these demand fees and charges are based on tariff rates as established and regulated by FERC. These charges represent commitments to pay storage providers and pipeline companies for the priority right to transport and/or store natural gas utilizing their respective assets.

The following table summarizes the demand charges, which are net of capacity releases, and are included as a component of natural gas purchases on the Consolidated Statements of Operations for the fiscal years ended September 30:

(Millions)	2025	2024	2023
ES	\$ 65.3	\$ 72.6	\$ 74.6
NJNG	247.1	200.4	183.4
Total	\$ 312.4	\$ 273.0	\$ 258.0

ES expenses demand charges over the term of the service being provided.

NJNG's costs associated with demand charges are included in its weighted average cost of natural gas. The demand charges are expensed based on NJNG's BGSS sales and recovered as part of the natural gas commodity component of its BGSS tariff.

Operations and Maintenance Expenses

O&M includes salaries and benefits, materials and supplies, usage of vehicles, tools and equipment, payments to contractors, utility plant maintenance, amortization of software costs for unregulated entities, customer service, professional fees and other outside services, insurance expense, accretion of cost of removal for future retirements of utility assets and other administrative expenses, and are expensed as incurred.

Stock-Based Compensation

Stock-based compensation represents costs related to stock-based awards granted to employees and members of NJR's Board of Directors. NJR recognizes stock-based compensation based upon the estimated fair value of awards. The recognition period for these costs begins at either the applicable service inception date or grant date and continues throughout the requisite service period. The related compensation cost is recognized as O&M on the Consolidated Statements of Operations. See Note 10, Stock-Based Compensation for further information.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Income Taxes

The Company computes income taxes using the asset and liability method, whereby deferred income taxes are generally determined based on the difference between the financial statement and tax basis of assets and liabilities using enacted tax rates in effect in the years in which the differences are expected to reverse. See *Note 12. Income Taxes*. In addition, the Company evaluates its tax positions to determine the appropriate accounting and recognition of future obligations associated with unrecognized tax benefits.

NJR evaluates its tax positions to determine the appropriate accounting and recognition of potential future obligations associated with unrecognized tax benefits. A tax benefit claimed, or expected to be claimed, on a tax return may be recognized if it is more likely than not that the position will be upheld upon examination by the applicable taxing authority. Interest and penalties related to unrecognized tax benefits, if any, are recognized within income tax expense and accrued interest, and penalties are recognized within other noncurrent liabilities on the Consolidated Balance Sheets.

To the extent that NJNG invests in property that qualifies for ITCs, the ITC is deferred and amortized to income over the life of the equipment in accordance with regulatory treatment. ITCs at the unregulated subsidiaries of NJR are recorded on the balance sheet as a reduction to property, plant and equipment when the property is placed in service, and recognized in earnings as a reduction of depreciation expense over the useful lives of the related assets.

Investments in Equity Investees

The Company accounts for its investment in Steckman Ridge using the equity method of accounting where it is not the primary beneficiary, as defined under ASC 810, *Consolidation*; its respective ownership interests are 50% or less and/or it has significant influence over operating and management decisions. The Company's share of earnings is recognized as equity in earnings of affiliates on the Consolidated Statements of Operations.

Equity method investments are reviewed for impairment when changes in facts and circumstances indicate that the current fair value may be less than the asset's carrying amount. If the Company determines the decline in the value of its equity method investment is other than temporary, an impairment charge is recorded in an amount equal to the excess of the carrying value of the asset over its fair value. See *Note 7. Investments in Equity Investees* for more information regarding impairments.

Property, Plant and Equipment

Property, plant and equipment is stated at original cost. Costs include direct labor, materials and third-party construction contractor costs, capitalized interest and certain indirect costs related to equipment and employees engaged in construction. Utility plant and nonutility plant for Adelphia also includes AFUDC. Upon retirement, the cost of depreciable property, plus removal costs less salvage, is charged to accumulated depreciation with no gain or loss recorded.

Depreciation is computed on a straight-line basis over the useful life of the assets for the Company's nonutility entities, using rates based on the estimated average lives of the various classes of depreciable property for NJNG. The composite rate of depreciation used for NJNG was 3.19% of average depreciable property in fiscal 2025, 2.69% in fiscal 2024 and 2.68% in fiscal 2023. The Company recorded \$188.8M, \$166.6M and \$152.9M in depreciation expense during fiscal 2025, 2024 and 2023, respectively.

Property, plant and equipment was comprised of the following as of September 30:

(Thousands)	Estimated Useful Lives	2025	2024
Property Classifications			
Distribution facilities	10 to 54 years	\$ 3,642,492	\$ 3,436,308
Transmission facilities	28 to 40 years	662,801	656,098
Storage facilities	26 to 87 years	86,448	86,329
Solar property	15 to 35 years	988,445	885,518
Storage and transportation property	5 to 55 years	960,547	929,850
All other property	5 to 40 years	66,298	62,248
Construction work in progress		547,347	440,164
Total property, plant and equipment		6,954,378	6,496,515
Accumulated depreciation and amortization		(1,144,279)	(1,093,292)
Property, plant and equipment, net		\$ 5,810,099	\$ 5,403,223

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Within storage and transportation property, base gas is required to maintain the necessary pressure and to allow for efficient operation of the Leaf River storage facility. The base gas is determined to be recoverable and is considered part of the facility and thus presented as a component in property, plant and equipment. This natural gas is not depreciated, as it is expected to be recovered and sold. The base gas had a cost basis of \$21.4M for both September 30, 2025 and 2024.

Capitalized and Deferred Interest

NJNG's base rates include the ability to recover AFUDC on its construction work in progress. For all NJNG construction projects, an incremental cost of equity is recoverable during periods when NJNG's short-term debt balances are lower than its construction work in progress. For more information on AFUDC treatment with respect to certain accelerated infrastructure projects, see *Note 4. Regulation - Infrastructure Programs*. Capitalized amounts associated with the debt and equity components of NJNG's AFUDC are recorded in utility plant on the Consolidated Balance Sheets. Corresponding amounts for the debt component are recognized in interest expense and in other income for the equity component on the Consolidated Statements of Operations.

Adelphia's base rates include the ability to recover AFUDC on its construction work in progress. Capitalized amounts associated with Adelphia's AFUDC are recorded in nonutility plant on the Consolidated Balance Sheets. Corresponding amounts for the debt component are recognized in interest expense and in other income for the equity component on the Consolidated Statements of Operations.

Capitalized and deferred interest include the following for the fiscal years ended September 30:

(\$ in thousands)	2025		2024		2023	
AFUDC:	NJNG	Adelphia	NJNG	Adelphia	NJNG	Adelphia
Debt	\$ 6,486	\$ 57	\$ 4,729	\$ 64	\$ 3,546	\$ 90
Equity	9,859	114	6,761	113	6,979	158
Total	\$ 16,345	\$ 171	\$ 11,490	\$ 177	\$ 10,525	\$ 248
Weighted average interest rate	6.41 %	7.84 %	6.48 %	8.28 %	6.41 %	8.28 %

Pursuant to a BPU order, NJNG is permitted to recover carrying costs on uncollected balances related to SBC program costs, which include NJCEP, RAC and USF expenditures. The NJCEP and RAC interest rates change each September based on the August 31 seven-year constant maturity treasury rate plus 60 basis points. The SBC rate was 4.58%, 4.33% and 4.79% for the fiscal years ended September 30, 2025, 2024 and 2023, respectively. Accordingly, other income included \$2.4M, \$2.6M and \$1.8M in the fiscal years ended September 30, 2025, 2024 and 2023, respectively.

CEV capitalizes interest on the allocation of the costs of debt borrowed for the financing of solar investments. Capitalized amounts are included in nonutility plant and equipment on the Consolidated Balance Sheets. Corresponding amounts are recognized in interest expense on the Consolidated Statements of Operations.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and temporary investments with maturities of three months or less, and excludes restricted cash related to escrow balances for utility plant projects at NJNG, which are recorded in other noncurrent assets on the Consolidated Balance Sheets.

The following table provides a reconciliation of cash and cash equivalents and restricted cash reported in the Consolidated Balance Sheets to the total amounts in the Consolidated Statements of Cash Flows, as of September 30:

(Thousands)	2025	2024	2023
Balance Sheet			
Cash and cash equivalents	\$ 591	\$ 1,017	\$ 954
Restricted cash in other noncurrent assets	\$ 1,058	\$ 595	\$ 563
Statements of Cash Flow			
Cash, cash equivalents and restricted cash	\$ 1,649	\$ 1,612	\$ 1,517

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Allowance for Doubtful Accounts

The Company segregates financial assets, primarily trade receivables and unbilled revenues due in one year or less, into portfolio segments based on shared risk characteristics, such as geographical location and regulatory environment, for evaluation of expected credit losses. Historical and current information, such as average write-offs, is applied to each portfolio segment to estimate the allowance for losses on uncollectible receivables. Additionally, the allowance for losses on uncollectible receivables is adjusted for reasonable and supportable forecasts of future economic conditions, which can include changing weather, commodity prices, regulations and macroeconomic factors, such as unemployment rates, among others.

Loans and Notes Receivable

NJNG currently provides loans, with terms ranging from five to 10 years, to customers that elect to purchase and install certain energy-efficient equipment in accordance with its BPU-approved SAVEGREEN program. The loans are recognized at fair value on the Consolidated Balance Sheets. The Company has approximately \$21.5M and \$18.1M recorded in other current assets and approximately \$69.4M and \$53.6M in other noncurrent assets as of September 30, 2025 and 2024, respectively, on the Consolidated Balance Sheets, related to the loans.

On August 28, 2025, CEV entered into a seller-based financing arrangement with a third party for the sale of certain solar energy modules totaling \$42.5M. Amounts related to the financing are due to CEV no later than December 31, 2027, and are recorded as notes receivable within the Company's consolidated balance sheet as of September 30, 2025.

The Company evaluates loans and notes receivable for collectability each reporting period in accordance with the current expected credit loss model. If necessary, an allowance is recorded to reflect potential losses. As of September 30, 2025, the Company has not recorded a reserve for credit losses associated with outstanding loans and notes receivable.

Regulatory Assets & Liabilities

Under cost-based regulation, regulated utility enterprises generally are permitted to recover their operating expenses and earn a reasonable rate of return on their utility investment.

NJNG is subject to accounting requirements resulting from the effects of rate regulation by the BPU. Accordingly, NJNG capitalizes or defers certain costs that are expected to be recovered from its customers as regulatory assets and recognizes certain obligations representing probable future expenditures as regulatory liabilities on the Consolidated Balance Sheets. See *Note 4. Regulation* for a more detailed description of NJNG's regulatory assets and liabilities.

Adelphia capitalizes or defers certain costs that are expected to be recovered from its customers as regulatory assets and recognizes certain obligations representing probable future expenditures as regulatory liabilities on the Consolidated Balance Sheets. See *Note 4. Regulation* for a more detailed description of Adelphia's regulatory assets and liabilities.

Natural Gas in Storage

Natural gas in storage is reflected at average cost on the Consolidated Balance Sheets and represents natural gas and LNG that will be utilized in the ordinary course of business. The following table summarizes natural gas in storage, at average cost by reportable segment, as of September 30:

(\$ in thousands)	2025		2024	
	Natural Gas in Storage	Bcf	Natural Gas in Storage	Bcf
NJNG	\$ 184,099	30.8	\$ 177,655	30.8
ES	30,686	13.2	21,378	13.1
S&T	1,051	0.3	92	—
Total	\$ 215,836	44.3	\$ 199,125	43.9

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Derivative Instruments

The Company accounts for its financial instruments, such as futures, options and interest rate contracts, as well as its physical commodity contracts related to the purchase and sale of natural gas at ES, as derivatives, and therefore recognizes them at fair value on the Consolidated Balance Sheets. The Company's unregulated subsidiaries record changes in the fair value of their financial commodity derivatives in natural gas purchases and changes in the fair value of their physical forward contracts in natural gas purchases or operating revenues, as appropriate, on the Consolidated Statements of Operations. Ineffective portions of the cash flow hedges are recognized immediately in earnings. Cash flows from derivative financial instruments are included in cash flows from operating activities on the Consolidated Statements of Cash Flows.

ASC 815, *Derivatives and Hedging*, also provides for a NPNS scope exception for qualifying physical commodity contracts for which physical delivery is probable and the quantities delivered are expected to be used or sold over a reasonable period of time in the normal course of business. The Company prospectively applies this normal scope exception on a case-by-case basis to physical commodity contracts at NJNG and PPAs at CEV. When applied, it does not account for these contracts until the contract settles and the related underlying natural gas or power is delivered. Gains and/or losses on NJNG's derivatives used to economically hedge its regulated natural gas supply obligations, as well as its exposure to interest rate variability, are recoverable through its BGSS, a component of its tariff. Accordingly, the offset to the change in fair value of these derivatives is recorded as a regulatory asset or liability on the Consolidated Balance Sheets. See Note 5, *Derivative Instruments* for additional details regarding natural gas trading and hedging activities.

Fair values of exchange-traded instruments, including futures and swaps, are based on unadjusted, quoted prices in active markets. The Company's non-exchange-traded financial instruments, over-the-counter physical commodity contracts at ES and interest rate contracts are valued using observable, quoted prices for similar or identical assets when available. In establishing the fair value of contracts for which a quoted basis price is not available at the measurement date, management utilizes available market data and pricing models to estimate fair values. Fair values are subject to change in the near term and reflect management's best estimate based on a variety of factors. Estimating fair values of instruments that do not have quoted market prices requires management's judgment in determining amounts that could reasonably be expected to be received from, or paid to, a third party in settlement of the instruments. These amounts could be materially different from amounts that might be realized in an actual sale transaction.

During fiscal 2020, the Company entered into treasury lock transactions to fix the benchmark treasury rate associated with debt issuances for NJNG and NJR that occurred during the fiscal year. Settlement of the NJNG treasury locks resulted in a loss, which was recorded as a component of regulatory assets on the Consolidated Balance Sheets and will be amortized in earnings over the term of the debt as a component of interest expense on the Consolidated Statements of Operations. NJR designated its treasury lock contracts as cash flow hedges; therefore, changes in fair value of the effective portion of the hedges were recorded in OCI. Settlement of the treasury locks resulted in a loss, which was recorded within OCI and is amortized into earnings over the term of the associated debt as a component of interest expense on the Consolidated Statements of Operations.

Software Costs

The Company capitalizes certain costs, such as software design and configuration, coding, testing and installation, that are incurred to purchase or create and implement computer software for internal use. Capitalized costs include external costs of materials and services utilized in developing or obtaining internal-use software and payroll and payroll-related costs for employees who are directly associated with and devote time to the internal-use software project. Maintenance costs are expensed as incurred. Upgrades and enhancements are capitalized if it is probable that such expenditures will result in additional functionality. Amortization is recorded on the straight-line basis over the estimated useful lives.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following table presents the software costs included in the Consolidated Financial Statements, as of September 30:

<i>(Thousands)</i>	2025	2024
Balance Sheets		
Utility plant, at cost	\$ 132,868	\$ 133,158
Construction work in progress	\$ 87,274	\$ 26,659
Nonutility plant and equipment, at cost	\$ 344	\$ 344
Accumulated depreciation and amortization, utility plant	\$ (24,906)	\$ (13,632)
Accumulated depreciation and amortization, nonutility plant and equipment	\$ (70)	\$ (48)
Software costs	\$ 11,151	\$ 10,522
Statements of Operations		
Operation and maintenance	\$ 1,376	\$ 13,087
Depreciation and amortization	\$ 11,296	\$ 6,164

Long-lived Assets

The Company reviews the recoverability of long-lived assets and finite-lived intangible assets whenever events or changes in circumstances indicate that the carrying value may not be recoverable, such as significant adverse changes in regulation, business climate or market conditions, including prolonged periods of adverse commodity and capacity prices. If there are changes indicating that the carrying value of such assets may not be recoverable, an undiscounted cash flows test is performed. If the sum of the expected future undiscounted cash flows is less than the carrying amount of the asset, an impairment loss is recognized by reducing the recorded value of the asset to its fair value.

Factors that the Company analyzes in determining whether an impairment in its long-lived assets exists include: a significant decrease in the market price of a long-lived asset; a significant adverse change in the extent in which a long-lived asset is being used in its physical condition; legal proceedings or other contributing factors; significant business climate changes; accumulations of costs in significant excess of the amounts expected; a current-period operating or cash flow loss combined with a history of such events; and current expectations that more likely than not, a long-lived asset will be sold or otherwise disposed of significantly before the end of its estimated useful life. During fiscal 2025 and 2024, there were no events or circumstances that indicated that the carrying value of long-lived assets or finite-lived intangibles was not recoverable.

Debt Issuance Costs

Debt issuance costs are capitalized and amortized as interest expense on a basis that approximates the effective interest method over the term of the related debt. Debt issuance costs are presented as a direct deduction from the carrying amount of the related debt. See Note 9, *Debt* for the total unamortized debt issuance costs that are recorded as a reduction to long-term debt on the Consolidated Balance Sheets.

Sale Leasebacks

NJNG utilizes sale leaseback arrangements as a financing mechanism to fund certain of its capital expenditures related to natural gas meters, whereby the physical asset is sold concurrent with an agreement to lease the asset back. These agreements include options to renew the lease or repurchase the asset at the end of the term. As NJNG retains control of the natural gas meters, these arrangements do not qualify as a sale. Proceeds from sale leaseback transactions are accounted for as financing arrangements and are included in long-term debt on the Consolidated Balance Sheets.

In addition, for certain of its commercial solar energy projects, the Company enters into lease agreements that provide for the sale of commercial solar energy assets to third parties and the concurrent leaseback of the assets. For sale leaseback transactions where the Company has concluded that the arrangement does not qualify as a sale as the Company retains control of the underlying assets, the Company uses the financing method to account for the transaction. Under the financing method, the Company recognizes the proceeds received from the buyer-lessor that constitute a payment to acquire the solar energy asset as a financing arrangement, which is recorded as a component of debt on the Consolidated Balance Sheets.

The Company continues to operate its solar assets and is responsible for related expenses and entitled to retain the revenue generated from RECs and energy sales. ITCs and other tax attributes associated with these solar projects transfer to the buyer; however, the payments are structured so that CEV is compensated for the transfer of the related tax attributes. Accordingly, CEV recognizes the equivalent value of the tax attributes in other income on the Consolidated Statements of Operations over the respective five-year ITC recapture periods, starting with the second year of the lease.

See Note 9, *Debt* for more details regarding sale leaseback transactions recorded as financing arrangements.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Environmental Contingencies

Loss contingencies are recorded as liabilities when it is probable a liability has been incurred and the amount of the loss is reasonably estimable in accordance with accounting standards for contingencies. Estimating probable losses requires an analysis of uncertainties that often depend upon judgments about potential actions by third parties. Accruals for loss contingencies are recorded based on an analysis of potential results.

With respect to environmental liabilities and related costs, NJNG periodically, and at least annually, performs an environmental review of MGP sites, including a review of potential liability for investigation and remedial action. NJNG's estimate of these liabilities is based upon known facts, existing technology and enacted laws and regulations in place when the review was completed. Where it is probable that costs will be incurred, and the information is sufficient to establish a range of possible liability, NJNG accrues the most likely amount in the range. If no point within the range is more likely than the other, it is NJNG's policy to accrue the lower end of the range. The actual costs to be incurred by NJNG are dependent upon several factors, including final determination of remedial action, changing technologies and governmental regulations, the ultimate ability of other responsible parties to pay and any insurance recoveries. NJNG will continue to seek recovery of MGP-related costs through the RAC. If any future regulatory position indicates that the recovery of such costs is not probable, the related non-recoverable costs would be charged to income in the period of such determination. See *Note 14. Commitments and Contingent Liabilities* for more details.

Pension and Postemployment Plans

The Company has two noncontributory defined pension plans covering eligible employees, including officers. Benefits are based on each employee's years of service and compensation. The Company's funding policy is to contribute annually to these plans at least the minimum amount required under the Employee Retirement Income Security Act, as amended, and not more than can be deducted for federal income tax purposes. Plan assets consist of equity securities, fixed-income securities and short-term investments.

The Company also provides two primarily noncontributory medical and life insurance plans for eligible retirees and dependents. Medical benefits, which make up the largest component of the plans, are based upon an age and years-of-service vesting schedule and other plan provisions. Funding of these benefits is made primarily into Voluntary Employee Beneficiary Association trust funds. See *Note 11. Employee Benefit Plans* for a more detailed description of the Company's pension and postemployment plans.

Asset Retirement Obligations

The Company recognizes AROs related to the costs associated with cutting and capping NJNG's main and service natural gas distribution mains, which is required by New Jersey law when taking such natural gas distribution mains out of service. The Company also recognizes AROs associated with CEV's solar assets when there are decommissioning provisions in lease agreements that require removal of the asset at the end of the lease term.

AROs are initially recognized when the legal obligation to retire an asset has been incurred and a reasonable estimate of fair value can be made. The discounted fair value is recognized as an ARO liability with a corresponding amount capitalized as part of the carrying cost of the underlying asset. The obligation is subsequently accreted to the future value of the expected retirement cost, and the corresponding asset retirement cost is depreciated over the life of the related asset. Accretion expense associated with CEV's AROs is recognized as a component of operations and maintenance expense on the Consolidated Statements of Operations. Accretion amounts associated with NJNG's AROs are recognized as part of its depreciation expense, and the corresponding regulatory asset and liability will be shown gross on the Consolidated Balance Sheets.

Estimating future removal costs requires management to make significant judgments because most of the removal obligations span long time frames and removal may be conditioned upon future events. Asset removal technologies are also constantly changing, which makes it difficult to estimate removal costs. Accordingly, inherent in the estimate of AROs are various assumptions including the ultimate settlement date, expected cash outflows, inflation rates, credit-adjusted risk-free rates and consideration of potential outcomes where settlement of the AROs can be conditioned upon events. In the latter case, the Company develops possible retirement scenarios and assigns probabilities based on management's reasonable judgment and knowledge of industry practice. Accordingly, AROs are subject to change.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following is an analysis of the change in the Company's AROs for the fiscal years ended September 30:

<i>(Thousands)</i>	Balance at October 1	Accretion	Additions	Change in assumptions	Retirements	Balance at period end
2025						
NJNG	\$ 59,674	3,353	351	7,079	(2,044)	\$ 68,413
NJRCEV	\$ 7,023	256	815	—	—	\$ 8,094
2024						
NJNG	\$ 55,285	3,039	152	2,925	(1,727)	\$ 59,674
NJRCEV	\$ 6,708	236	79	—	—	\$ 7,023

Accretion for the next five years, for the fiscal years ended September 30, is estimated to be as follows:

<i>(Thousands)</i>	2026	2027	2028	2029	2030	Total
Estimated Accretion	\$ 3,955	4,156	4,376	4,616	4,868	\$ 21,971

Accumulated Other Comprehensive Income

The following table presents the changes in the components of accumulated other comprehensive income, net of related tax effects:

<i>(Thousands)</i>	Cash Flow Hedges	Postemployment Benefit Obligation	Total
Balance as of September 30, 2023	\$ (7,269)	\$ (2,690)	\$ (9,959)
Other comprehensive income, net of tax			
Other comprehensive income, before reclassifications, net of tax of \$0, \$(1,002) and \$(1,002), respectively	—	3,360	3,360
Amounts reclassified from accumulated other comprehensive income, net of tax of \$(317), \$296 and \$(21), respectively	1,054	(976) <i>(1)</i>	78
Net current-period other comprehensive income, net of tax of \$(317), \$(706) and \$(1,023), respectively	1,054	2,384	3,438
Balance as of September 30, 2024	\$ (6,215)	\$ (306)	\$ (6,521)
Other comprehensive income, net of tax			
Other comprehensive income, before reclassifications, net of tax of \$0, \$1,571 and \$1,571, respectively	—	(5,213)	(5,213)
Amounts reclassified from accumulated other comprehensive income, net of tax of \$(317), \$232 and \$(85), respectively	1,052	(781) <i>(1)</i>	271
Net current-period other comprehensive income, net of tax of \$(317), \$1,803 and \$1,486, respectively	1,052	(5,994)	(4,942)
Balance as of September 30, 2025	\$ (5,163)	\$ (6,300)	\$ (11,463)

(1) Included in the computation of net periodic pension cost, a component of O&M on the Consolidated Statements of Operations. For more details, see Note 11, *Employee Benefit Plans*.

Recently Adopted Updates to the Accounting Standards Codification

Fair Value Measurement

In June 2022, the FASB issued ASU No. 2022-03, an amendment to ASC 820, *Fair Value Measurement*. The amendment clarifies the fair value principles when measuring the fair value of an equity security subject to a contractual sale restriction. The guidance became effective for the Company on October 1, 2024, and was applied on a prospective basis. As the Company does not have equity securities subject to contractual sale restrictions, there was no impact on the Company's financial position, results of operations, cash flows, and disclosures upon adoption.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Leases

In March 2023, the FASB issued *ASU No. 2023-01*, an amendment to ASC 842, *Leases*, which applies to arrangements between related parties under common control. The ASU requires leasehold improvements associated with common control leases to be amortized over the improvements' useful life to the common control group, regardless of the lease term. The guidance became effective for the Company on October 1, 2024, and was applied on a prospective basis. As the Company does not have leases that are impacted by this amendment, there was no impact on the Company's financial position, results of operations, cash flows and disclosures upon adoption.

Segment Reporting

In November 2023, the FASB issued *ASU No. 2023-07*, an amendment to ASC 280, *Segment Reporting*, which improves reportable segment disclosure requirements, primarily through enhanced disclosures about significant segment expenses. The update requires entities to disclose significant segment expenses that are regularly provided to the CODM and included within segment profit and loss, and it enhances interim disclosure requirements to conform with annual requirements. The guidance became effective for the Company on October 1, 2024, for the first annual period and on October 1, 2025, for the interim periods. It was applied retrospectively to all periods presented. As the amendments in this update only impact disclosures, there was no impact on the Company's financial position, results of operations, and cash flows upon adoption.

Business Combinations

In August 2023, the FASB issued *ASU No. 2023-05*, an amendment to ASC 805, *Business Combinations*, which addresses how a joint venture should recognize contributions received upon its formation. Joint ventures must account for initial assets and liabilities received at fair value on the date the joint venture is formed. The guidance became effective for the Company for joint ventures formed beginning January 1, 2025, and was applied on a prospective basis. As the Company does not have any applicable transactions, there was no impact to the Company's financial position, results of operations, cash flows and disclosures upon adoption.

Other Recent Updates to the Accounting Standards Codification

Income Taxes

In December 2023, the FASB issued *ASU No. 2023-09*, an amendment to ASC 740, *Income Taxes*, which requires disaggregated information about a reporting entity's effective tax rate reconciliation and income taxes paid. It will provide investors more detailed income tax disclosures that would be useful in making capital allocation decisions. The guidance becomes effective for the Company beginning with our annual report for the fiscal year ended September 30, 2026, and can be applied either prospectively or retrospectively. As the amendments in this update only impact disclosures, there are no anticipated impacts on the Company's financial position, results of operations, and cash flows upon adoption.

Disaggregation of Income Statement Expenses

In November 2024, the FASB issued *ASU No. 2024-03*, an amendment to ASC 220, *Income Statement Reporting*, which requires more detailed information about specified categories of expenses included in certain captions presented on the face of the income statement. The guidance becomes effective for the Company on October 1, 2027, for the first annual period and on October 1, 2028, for the interim periods. The Company can elect to apply it either prospectively or retrospectively to all periods presented, with early adoption permitted. The Company is currently evaluating the amendment to understand the impacts on its disclosures upon adoption.

Internal-Use Software

In September 2025, the FASB issued *ASU No. 2025-06*, an amendment to ASC 350, *Intangibles—Goodwill and Other*, which simplifies the capitalization guidance as it relates to Internal-Use Software by removing all references to project stages and clarifying the threshold to apply to begin capitalizing costs. The guidance becomes effective for the Company on October 1, 2028. The Company can elect to apply it prospectively, retrospectively or through a modified transition approach, with early adoption permitted. The Company is currently evaluating the amendment to understand the impacts on its financial position, results of operations and cash flows upon adoption.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

3. REVENUE

Revenue is recognized when a performance obligation is satisfied by transferring control of a product or service to a customer. Revenue is measured based on consideration specified in a contract with a customer using the output method of progress. The Company elected to apply the invoice practical expedient for recognizing revenue, whereby the amounts invoiced to customers represent the value to the customer and the Company's performance completion as of the invoice date. Therefore the Company does not disclose related unsatisfied performance obligations. The Company also elected the practical expedient to exclude from the transaction price all sales taxes that are assessed by a governmental authority and therefore presents sales tax net in operating revenues on the Consolidated Statements of Operations. Below is a listing of performance obligations that arise from contracts with customers, along with details on the satisfaction of each performance obligation, the significant payment terms and the nature of the goods and services being transferred, by reportable segment and other business operations:

Revenue Recognized Over Time:

Segment/ Operations	Performance Obligation	Description
NJNG	Natural gas utility sales	<p>NJNG's performance obligation is to provide natural gas to residential, commercial and industrial customers as demanded, based on regulated tariff rates, which are established by the BPU. Revenues from the sale of natural gas are recognized in the period that natural gas is delivered and consumed by customers, including an estimate for quantities consumed but not billed during the period. Payment is due each month for the previous month's deliveries. Natural gas sales to individual customers are based on meter readings, which are performed on a systematic basis throughout the billing period. The unbilled revenue estimates are based on estimated customer usage by customer type, weather effects and the most current tariff rates. NJNG is entitled to be compensated for performance completed until service is terminated.</p> <p>Customers may elect to purchase the natural gas commodity from NJNG or may contract separately to purchase natural gas directly from third-party suppliers. As NJNG is acting as an agent on behalf of the third-party supplier, revenue is recorded for the delivery of natural gas to the customer.</p>
CEV	Commercial solar electricity	<p>CEV operates wholly-owned solar projects that recognize revenue as electricity is generated and transferred to the customer. The performance obligation is to provide electricity to the customer in accordance with contract terms or the interconnection agreement and is satisfied upon transfer of electricity generated.</p> <p>Revenue is recognized as invoiced and the payment is due each month for the previous month's services.</p>
CEV	Residential solar electricity	<p>CEV provided access to residential rooftop and ground-mount solar equipment to customers who then paid the Company a monthly fee. The performance obligation was to provide electricity to the customer based on generation from the underlying residential solar asset and was satisfied upon transfer of electricity generated.</p> <p>Revenue was derived from the contract terms and was recognized as invoiced, with the payment due each month for the previous month's services. In November 2024, CEV's residential solar portfolio was sold to a third party.</p>
CEV	Renewable energy certificates	<p>Certain CEV projects generate TRECs and SREC IIs under the established ADI & CSI programs. A TREC or SREC II is created for every MWh of electricity produced by a solar generator. The performance obligation of CEV is to generate electricity. TREC and SREC IIs under the ADI & CSI programs are purchased monthly by a REC Administrator.</p> <p>Revenue is recognized upon generation.</p>
ES	Natural gas services	<p>The performance obligation of ES is to provide the customer transportation, storage and asset management services on an as-needed basis. ES generates revenue through management fees, demand charges, reservation fees and transportation charges centered around the buying and selling of the natural gas commodity, representing one series of distinct performance obligations.</p> <p>Revenue is recognized based upon the underlying natural gas quantities physically delivered and the customer obtaining control. ES invoices customers in line with the terms of the contract and based on the services provided. Payment is due upon receipt of the invoice. For temporary releases of pipeline capacity, revenue is recognized on a straight-line basis over the agreed upon term.</p>
S&T	Natural gas services	<p>The performance obligation of S&T is to provide the customer with storage and transportation services. S&T generates revenues from firm storage contracts and transportation contracts, injection and withdrawal at the storage facility and the delivery of natural gas to customers. Revenue is recognized over time as customers receive the benefits of its service as it is performed on their behalf using an output method based on actual deliveries.</p> <p>Demand fees are recognized as revenue over the term of the related agreement.</p>
HSO	Service contracts	<p>Home Services enters into service contracts with homeowners to provide maintenance and replacement of applicable heating, cooling or ventilation equipment. All services provided relate to a distinct performance obligation which is to provide services for the specific equipment over the term of the contract.</p> <p>Revenue is recognized on a straight-line basis over the term of the contract and payment is due upon receipt of the invoice.</p>

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Revenue Recognized at a Point in Time:

Segment/ Operations	Performance Obligation	Description
ES	Natural gas services	For a permanent release of pipeline capacity, the performance obligation of ES is the release of the pipeline capacity associated with certain natural gas transportation contracts and the transfer of the underlying contractual rights to the counterparty. Revenue is recognized upon the transfer of the underlying contractual rights.
S&T	Natural gas services	The performance obligation of S&T is to provide the customer with storage and transportation services. S&T generates revenues from usage fees and hub services for the use of storage space, injection and withdrawal from the storage facility. Hub services include park and loan transactions and wheeling. Usage fees and hub services revenues are recognized as services are performed.
HSO	Installations	Home Services installs appliances, including, but not limited to, furnaces, air conditioning units, boilers and generators, for customers. The distinct performance obligation is the installation of the contracted appliance, which is satisfied at the point in time the item is installed. The transaction price for each installation differs accordingly. Revenue is recognized at a point in time upon completion of the installation, which is when the customer is billed.

Disaggregated revenues from contracts with customers by product line and by reportable segment and other business operations during fiscal 2025, 2024 and 2023 are as follows:

(Thousands)	NJNG	CEV	ES	S&T	HSO	Total
2025						
Natural gas utility sales ⁽¹⁾	\$ 1,091,000	—	—	—	—	\$ 1,091,000
Natural gas services	—	—	47,653	106,413	—	154,066
Service contracts	—	—	—	—	37,327	37,327
Installations and maintenance	—	—	—	—	25,561	25,561
Renewable energy certificates	—	17,575	—	—	—	17,575
Electricity sales	—	27,240	—	—	—	27,240
Eliminations ⁽²⁾	(1,121)	—	—	(41)	(302)	(1,464)
Revenues from contracts with customers	1,089,879	44,815	47,653	106,372	62,586	1,351,305
Alternative revenue programs ⁽³⁾	(28,747)	—	—	—	—	(28,747)
Derivative instruments	240,364	67,686 ⁽⁴⁾	405,804	—	—	713,854
Revenues out of scope	211,617	67,686	405,804	—	—	685,107
Total operating revenues	\$ 1,301,496	112,501	453,457	106,372	62,586	\$ 2,036,412
2024						
Natural gas utility sales ⁽¹⁾	\$ 861,882	—	—	—	—	\$ 861,882
Natural gas services	—	—	164,165	96,209	—	260,374
Service contracts	—	—	—	—	36,231	36,231
Installations and maintenance	—	—	—	—	26,404	26,404
Renewable energy certificates	—	15,111	—	—	—	15,111
Electricity sales	—	32,913	—	—	—	32,913
Eliminations ⁽²⁾	(1,350)	—	—	(1,358)	(258)	(2,966)
Revenues from contracts with customers	860,532	48,024	164,165	94,851	62,377	1,229,949
Alternative revenue programs ⁽³⁾	1,087	—	—	—	—	1,087
Derivative instruments	156,863	82,539 ⁽⁴⁾	321,226	—	—	560,628
Eliminations ⁽²⁾	—	—	4,875	—	—	4,875
Revenues out of scope	157,950	82,539	326,101	—	—	566,590
Total operating revenues	\$ 1,018,482	130,563	490,266	94,851	62,377	\$ 1,796,539

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

<i>(Thousands)</i>	NJNG	CEV	ES	S&T	HSO	Total
2023						
Natural gas utility sales ⁽¹⁾	\$ 845,392	—	—	—	—	845,392
Natural gas services	—	—	76,975	92,859	—	169,834
Service contracts	—	—	—	—	35,210	35,210
Installations and maintenance	—	—	—	—	22,428	22,428
Renewable energy certificates	—	12,636	—	—	—	12,636
Electricity sales	—	31,733	—	—	—	31,733
Eliminations ⁽²⁾	(1,349)	—	—	(4,159)	(205)	(5,713)
Revenues from contracts with customers	844,043	44,369	76,975	88,700	57,433	1,111,520
Alternative revenue programs ⁽³⁾	27,257	—	—	—	—	27,257
Derivative instruments	139,984	79,762 ⁽⁴⁾	614,641	—	—	834,387
Eliminations ⁽²⁾	—	—	(10,170)	—	—	(10,170)
Revenues out of scope	167,241	79,762	604,471	—	—	851,474
Total operating revenues	\$ 1,011,284	124,131	681,446	88,700	57,433	\$ 1,962,994

(1) Includes building rent related to the Wall headquarters, which is eliminated in consolidation.

(2) Consists of transactions between subsidiaries that are eliminated in consolidation.

(3) Includes CIP revenue.

(4) Includes SREC revenue.

Disaggregated revenues from contracts with customers by customer type and by reportable segment and other business operations during the fiscal years ended September 30, are as follows:

<i>(Thousands)</i>	NJNG	CEV	ES	S&T	HSO	Total
2025						
Residential	\$ 805,351	2,110	—	—	62,396	\$ 869,857
Commercial and industrial	164,796	42,705	47,653	106,372	190	361,716
Firm transportation	110,042	—	—	—	—	110,042
Interruptible, off-tariff and other	9,690	—	—	—	—	9,690
Revenues out of scope	211,617	67,686	405,804	—	—	685,107
Total operating revenues	\$ 1,301,496	112,501	453,457	106,372	62,586	\$ 2,036,412
2024						
Residential	\$ 641,606	13,960	—	—	62,219	\$ 717,785
Commercial and industrial	123,727	34,064	164,165	94,851	158	416,965
Firm transportation	86,600	—	—	—	—	86,600
Interruptible, off-tariff and other	8,599	—	—	—	—	8,599
Revenues out of scope	157,950	82,539	326,101	—	—	566,590
Total operating revenues	\$ 1,018,482	130,563	490,266	94,851	62,377	\$ 1,796,539
2023						
Residential	\$ 621,663	13,668	—	—	57,091	\$ 692,422
Commercial and industrial	136,011	30,701	76,975	88,700	342	332,729
Firm transportation	77,722	—	—	—	—	77,722
Interruptible, off-tariff and other	8,647	—	—	—	—	8,647
Revenues out of scope	167,241	79,762	604,471	—	—	851,474
Total operating revenues	\$ 1,011,284	124,131	681,446	88,700	57,433	\$ 1,962,994

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Customer Accounts Receivable/Credit Balances and Deposits

The timing of revenue recognition, customer billings and cash collections resulting in accounts receivables, billed and unbilled, and customers' credit balances and deposits on the Consolidated Balance Sheets are as follows:

<i>(Thousands)</i>	<u>Customer Accounts Receivable</u>		<u>Customers' Credit Balances and Deposits</u>	
	Billed	Unbilled	Balances and Deposits	Deposits
Balance as of September 30, 2023	\$ 97,540	\$ 19,100	\$ 44,910	
Increase (decrease)	7,991	994	(6,315)	
Balance as of September 30, 2024	105,531	20,094	38,595	
Increase (decrease)	3,835	4,100	(7,298)	
Balance as of September 30, 2025	\$ 109,366	\$ 24,194	\$ 31,297	

The following table provides information about receivables, which are included within accounts receivable, billed and unbilled, and customers' credit balances and deposits, respectively, on the Consolidated Balance Sheets as of September 30:

<i>(Thousands)</i>	NJNG	CEV	ES	S&T	HSO	Total
2025						
Customer accounts receivable						
Billed	\$ 75,789	6,818	17,483	8,172	1,104	\$ 109,366
Unbilled	14,817	9,377	—	—	—	24,194
Customers' credit balances and deposits	(31,257)	—	—	(40)	—	(31,297)
Total	\$ 59,349	16,195	17,483	8,132	1,104	\$ 102,263
2024						
Customer accounts receivable						
Billed	\$ 51,613	8,441	34,002	8,598	2,877	\$ 105,531
Unbilled	11,839	8,255	—	—	—	20,094
Customers' credit balances and deposits	(38,572)	—	—	(23)	—	(38,595)
Total	\$ 24,880	16,696	34,002	8,575	2,877	\$ 87,030

4. REGULATION

The EDECA is the legal framework for New Jersey's public utility and wholesale energy landscape. NJNG is required, pursuant to a written order by the BPU under EDECA, to open its residential markets to competition from third-party natural gas suppliers. Customers can choose the supplier of their natural gas commodity in NJNG's service territory.

As required by EDECA, NJNG's rates are segregated into two primary components: the commodity portion, which represents the wholesale cost of natural gas, including the cost for interstate pipeline capacity to transport the natural gas to NJNG's service territory; and the delivery portion, which represents the transportation of the commodity portion through NJNG's natural gas distribution system to the end-use customer. NJNG does not earn Utility Gross Margin on the commodity portion of its natural gas sales. NJNG earns Utility Gross Margin through the delivery of natural gas to its customers, regardless of whether it or a third-party supplier provides the wholesale natural gas commodity.

Under EDECA, the BPU is required to audit the state's energy utilities every two years. The primary purpose of the audit is to ensure that utilities and their affiliates offering unregulated retail services do not have an unfair competitive advantage over nonaffiliated providers of similar retail services. A combined competitive services and management audit of NJNG commenced in November 2022. The audit is still in progress.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

NJNG is subject to cost-based regulation; therefore, it is permitted to recover authorized operating expenses and earn a reasonable return on its utility capital investments based on the BPU's approval. The impact of the ratemaking process and decisions authorized by the BPU allows NJNG to capitalize or defer certain costs that are expected to be recovered from its customers as regulatory assets, and to recognize certain obligations representing amounts that are probable future expenditures as regulatory liabilities in accordance with accounting guidance applicable to regulated operations.

NJNG's recovery of costs is facilitated through its base rates, BGSS and other regulatory tariff riders. NJNG is required to make filings to the BPU for review of its BGSS, CIP and other programs and related rates. Annual rate changes are typically requested to be effective at the beginning of the following fiscal year. The current base rates include a weighted average cost of capital of 7.08% and a return on common equity of 9.6%. All rate and program changes are subject to proper notification and BPU review and approval. In addition, NJNG is permitted to implement certain BGSS rate changes on a provisional basis with proper notification to the BPU.

Regulatory assets and liabilities included on the Consolidated Balance Sheets for NJNG are comprised of the following, as of September 30:

<i>(Thousands)</i>	2025	2024
Regulatory assets-current		
New Jersey Clean Energy Program	\$ 17,171	\$ 18,491
Conservation Incentive Program	22,697	51,442
Derivatives at fair value, net	7,544	1,363
Other current regulatory assets	1,486	1,774
Total current regulatory assets	\$ 48,898	\$ 73,070
Regulatory assets-noncurrent		
Environmental remediation costs:		
Expended, net of recoveries	\$ 74,961	\$ 77,475
Liability for future expenditures	166,990	161,650
Deferred income taxes	46,013	42,595
SAVEGREEN	141,562	107,796
Postemployment and other benefit costs	41,275	23,772
Cost of removal	132,895	130,885
Other noncurrent regulatory assets	63,612	59,924
Total noncurrent regulatory assets	\$ 667,308	\$ 604,097
Regulatory liability-current		
Overrecovered natural gas costs	\$ 10,643	\$ 32,457
Total current regulatory liabilities	\$ 10,643	\$ 32,457
Regulatory liabilities-noncurrent		
Tax Act impact	\$ 170,309	\$ 175,328
Derivatives at fair value, net	—	404
Other noncurrent regulatory liabilities	868	115
Total noncurrent regulatory liabilities	\$ 171,177	\$ 175,847

Regulatory assets and liabilities included on the Consolidated Balance Sheets for Adelphia are comprised of the following, as of September 30:

<i>(Thousands)</i>	2025	2024
Total noncurrent regulatory assets	\$ 5,210	\$ 5,095
Total current regulatory liabilities	\$ 2,241	\$ 524

The assets are comprised primarily of the tax benefit associated with the equity component of AFUDC and the liability consists primarily of scheduling penalties. Recovery of regulatory assets is subject to FERC approval.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

New Jersey Clean Energy Program

The NJCEP is a statewide program that encourages energy efficiency and renewable energy. Funding amounts are determined by the BPU's Office of Clean Energy and all New Jersey utilities are required to share in the annual funding obligation. The current NJCEP program is for the State of New Jersey's fiscal year ending June 2026. NJNG recovers the costs associated with its portion of the NJCEP obligation through its NJCEP rider, with interest.

Conservation Incentive Program

The CIP permits NJNG to recover Utility Gross Margin variations related to customer usage resulting from customer conservation efforts and mitigates the impact of weather on its margin. Such Utility Gross Margin variations are recovered in the year following the end of the CIP usage year, without interest, and are subject to additional conditions, including an earnings test, a revenue test and an evaluation of BGSS-related savings. This program has no expiration date.

Derivatives

Derivatives are utilized by NJNG to manage the price risk associated with its natural gas purchasing activities and to participate in certain BGSS incentive programs. The gains and losses associated with NJNG's derivatives are recoverable through its BGSS, as noted above, without interest. See *Note 5. Derivative Instruments*.

Environmental Remediation Costs

NJNG is responsible for the cleanup of certain former gas manufacturing facilities. Actual expenditures are recovered from customers, with interest, over seven-year rolling periods, through a RAC rate rider. Recovery for NJNG's estimated future liability will be requested and/or recovered when actual expenditures are incurred. See *Note 14. Commitments and Contingent Liabilities*.

Deferred Income Taxes

Upon adoption of a 1993 provision of ASC 740, *Income Taxes*, NJNG recognized a transition adjustment and corresponding regulatory asset representing the difference between NJNG's existing deferred tax amounts compared with the deferred tax amounts calculated in accordance with the change in method prescribed by ASC 740. NJNG recovers the regulatory asset associated with these tax impacts through future base rates, without interest.

SAVEGREEN

NJNG administers certain programs that supplement the state's NJCEP and that allow NJNG to promote clean energy to its residential and commercial customers, as described further below. NJNG will recover related expenditures and a weighted average cost of capital on the unamortized balance through a tariff rider, with interest, as approved by the BPU, over a three- to 10-year period depending upon the specific program incentive.

Postemployment and Other Benefit Costs

Postemployment and Other Benefit Costs represents NJNG's underfunded postemployment benefit obligations. See *Note 11. Employee Benefit Plans*.

Cost of Removal

NJNG accrues and collects for cost of removal in base rates on its utility property, without interest. These costs are recorded in accumulated depreciation for regulatory reporting purposes, and actual costs of removal, without interest, will be recovered in subsequent rates, pursuant to the BPU order. Consistent with GAAP, amounts recorded within accumulated depreciation for regulatory accounting purposes are reclassified out of accumulated depreciation to either a regulatory asset or a regulatory liability depending on whether actual cost of removal is still subject to collection or amounts overcollected will be refunded back to customers.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Other Regulatory Assets

Other regulatory assets consist primarily of deferred costs associated with certain components of NJNG's SBC, as discussed further in the regulatory proceedings section. NJNG's related costs to maintain the operational integrity of its distribution and transmission main are recoverable, without interest, subject to BPU review and approval.

Overrecovered Natural Gas Costs

NJNG recovers its cost of natural gas through the BGSS rate component of its customers' bills. NJNG's cost of natural gas includes the purchased cost of the natural gas commodity, fees paid to pipelines and storage facilities, adjustments as a result of BGSS incentive programs and hedging transactions. Overrecovered natural gas costs represent a regulatory liability that generally occurs when NJNG's BGSS rates are higher than actual costs and result in returns to customers, including interest when applicable, in accordance with NJNG's approved BGSS tariff. Conversely, underrecovered natural gas costs generally occur during periods when NJNG's BGSS rates are lower than actual costs, in which case NJNG records a regulatory asset and requests amounts to be recovered from customers in the future.

Tax Act Impact

The Tax Act is an Act to Provide for Reconciliation Pursuant to Titles II and V of the Concurrent Resolution on the Budget for Fiscal Year 2018, previously known as The Tax Cuts and Jobs Act of 2017, and reflects the re-measurement and subsequent amortization of net deferred tax liabilities as a result of the change in federal tax rates.

The following is a description of certain regulatory proceedings during fiscal 2024 and 2025:

On November 21, 2024, the BPU issued an order adopting a stipulation of settlement approving a \$157.0M increase to base rates, effective as of the date of the order. The increase includes an overall rate of return on rate base of 7.08%, return on common equity of 9.6%, a common equity ratio of 54.0% and a composite depreciation rate of 3.21%.

BGSS and CIP

BGSS rates are normally revised on an annual basis. In addition, to manage the fluctuations in wholesale natural gas costs, NJNG has the ability to make two interim filings during each fiscal year to increase residential and small commercial customer BGSS rates on a self-implementing and provisional basis. NJNG is also permitted to refund or credit back a portion of the commodity costs to customers at any time given five days' notice when the natural gas commodity costs decrease in comparison to amounts projected or to amounts previously collected from customers. Concurrent with the annual BGSS filing, NJNG files for an annual review of its CIP. NJNG's annual BGSS and CIP filings are summarized as follows:

- 2024 BGSS/CIP filing — On May 21, 2025, the BPU approved, on a final basis, NJNG's 2025 BGSS/CIP filing, which included a decrease of approximately \$31.0M to the annual revenues credited to BGSS, an annual increase of approximately \$40.3M related to its balancing charge and a decrease of approximately \$0.8M to CIP rates, effective October 1, 2024.
- 2025 BGSS/CIP filing — On May 30, 2025, the 2026 BGSS/CIP filing was submitted to the BPU requesting an increase of approximately \$63.3M to annual revenues related to BGSS, an annual increase of approximately \$6.1M related to its balancing charge and a decrease of approximately \$25.5M to CIP rates. If approved, the rates are expected to be effective during fiscal 2026.
- On October 31, 2025, NJNG notified the BPU that it intends to self-implement an increase to its BGSS rate, effective December 1, 2025, which will result in an increase of approximately \$38.1M to revenues related to BGSS for the December 2025 through September 2026 period.

BGSS Incentive Programs

NJNG is eligible to receive financial incentives for reducing BGSS costs through a series of Utility Gross Margin-sharing programs that include off-system sales, capacity release and storage incentive programs. The Company is permitted to annually propose a process to evaluate and discuss alternative incentive programs, should performance of the existing incentives or market conditions warrant re-evaluation.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Energy Efficiency Programs

SAVEGREEN conducts home energy audits and provides various grants, incentives and financing alternatives designed to encourage the installation of high-efficiency heating and cooling equipment and other energy efficiency upgrades. Depending on the specific incentive or approval, NJNG recovers costs associated with the programs over a three- to 10-year period through a tariff rider mechanism.

In March 2021, the BPU approved a three-year SAVEGREEN program consisting of approximately \$126.1M of direct investment, \$109.4M in financing options and \$23.4M in O&M. In April 2024, the BPU approved NJNG's petition that extended NJNG's SAVEGREEN program through December 31, 2024, with an additional \$76.9M in order to meet customer demand for this program. On October 30, 2024, the BPU approved a new SAVEGREEN program effective from January 1, 2025 to June 30, 2027, consisting of approximately \$205.0M of direct investment, \$160.5M in financing options and \$20.1M in O&M, which totals approximately \$385.6M. Recoveries through September 30, 2025, were approximately \$12.3M.

SAVEGREEN investments and costs are filed with the BPU on an annual basis. NJNG's annual EE filings are summarized as follows:

- 2024 EE filing — On December 18, 2024, the BPU approved NJNG's annual SAVEGREEN filing for the recovery of costs, which increased annual recoveries by approximately \$3.1M, effective January 1, 2025.
- 2025 EE filing — On May 30, 2025, NJNG's annual SAVEGREEN filing for the recovery of costs was submitted to the BPU, requesting an increase to annual recoveries of approximately \$17.3M. This matter is currently pending.

Societal Benefits Charge

The SBC is comprised of three primary riders that allow NJNG to recover costs associated with USF, which is a permanent statewide program for all natural gas and electric utilities for the benefit of income-eligible customers, MGP remediation and the NJCEP. NJNG has submitted the following filings to the BPU, which include a report of program expenditures incurred each program year:

- 2023 SBC filing — In September 2023, NJNG submitted its annual SBC filing to the BPU requesting approval of RAC expenditures through June 2023, which included an increase to the RAC annual recoveries of approximately \$2.4M and an increase to the NJCEP annual recoveries of approximately \$5.5M, effective April 1, 2024. On March 20, 2024, the BPU approved NJNG's annual SBC filing.
- 2024 USF filing — In June 2024, NJNG submitted its annual USF filing to the BPU requesting an increase to the statewide USF rate, which resulted in an approximately \$6.8M increase to annual recoveries. On September 25, 2024, the BPU approved this filing, effective October 1, 2024.
- 2024 SBC filing — In September 2024, NJNG submitted its annual SBC filing to the BPU requesting approval of RAC expenditures through June 2024, which included an increase to the RAC annual recoveries of approximately \$2.4M and an increase to the NJCEP annual recoveries of approximately \$1.6M, effective May 1, 2025.
- 2025 USF Filing — On June 27, 2025, NJNG submitted its annual USF filing to the BPU requesting a decrease to the statewide USF rate. On September 25, 2025, the BPU approved the filing, which resulted in a decrease to annual recoveries of approximately \$1.0M, effective October 1, 2025.
- 2025 SBC Filing — On September 26, 2025, NJNG submitted its annual SBC filing to the BPU requesting approval of RAC expenditures through June 2025, which included a decrease to the RAC annual recoveries of approximately \$0.9M and a decrease to the NJCEP annual recoveries of approximately \$5.0M, which, if approved, are expected to be effective April 1, 2026.

Infrastructure Programs

NJNG has significant annual capital expenditures associated with the management of its natural gas distribution and transmission system, including new utility plant for customer growth and its associated PIM and infrastructure programs. NJNG implemented BPU-approved infrastructure projects that are designed to enhance the reliability of NJNG's natural gas distribution system.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Infrastructure Investment Program

In February 2019, NJNG filed a petition with the BPU seeking authority to implement a five-year IIP. The IIP consists of two components, transmission and distribution investments and information technology replacement and enhancements. The total investment for the IIP is approximately \$507.0M. Upon approval from the BPU, investments are being recovered through annual filings to adjust base rates. In October 2020, the BPU approved the Company's transmission and distribution component of the IIP for \$150.0M over five years, effective November 1, 2020. The recovery of information technology replacement and enhancements that was included in the original IIP filing will be included as part of base rate filings as projects are placed in service.

- 2024 IIP filing — On March 28, 2024, NJNG submitted its annual IIP filing to the BPU requesting a rate increase for capital expenditures of approximately \$43.5M through June 30, 2024. The filing was updated July 26, 2024, to reflect actual expenses of approximately \$41.2M through June 30, 2024. The BPU approved this filing on September 25, 2024, which resulted in an approximately \$4.7M revenue increase, effective October 1, 2024.
- 2025 IIP filing — On September 5, 2025, NJNG submitted its annual IIP filing to the BPU requesting a rate increase for capital expenditures of \$33.1M through October 31, 2025, which, if approved, would result in a \$4.0M revenue increase, with a proposed effective date of January 1, 2026.

On July 25, 2025, NJNG submitted a filing with the BPU to extend the IIP through June 30, 2026.

5. DERIVATIVE INSTRUMENTS

The Company is subject primarily to commodity price risk due to fluctuations in the market price of natural gas, SRECs and electricity. To manage this risk, the Company enters into a variety of derivative instruments including, but not limited to, futures contracts, physical forward contracts, financial options and swaps to economically hedge the commodity price risk associated with its existing and anticipated commitments. In addition, the Company is exposed to interest rate risk and may utilize derivatives to reduce exposure to fluctuations in interest rates. These contracts are accounted for as derivatives, unless the Company elects NPNS, which is done on a contract-by-contract election. Accordingly, financial and certain of the Company's physical contracts are recorded at fair value on the Consolidated Balance Sheets. For a more detailed discussion of the Company's fair value measurement policies and level disclosures associated with the Company's derivative instruments, see *Note 6. Fair Value*.

Energy Services

ES chooses not to designate its financial commodity and physical forward commodity derivatives as accounting hedges or to elect NPNS. The changes in the fair value of these derivatives are recorded as a component of operating expenses or operating revenues, as appropriate for ES, on the Consolidated Statements of Operations as unrealized gains or losses. For ES at settlement, realized gains and losses on all financial derivative instruments are recognized as a component of natural gas purchases, and realized gains and losses on all physical derivatives follow the presentation of the related unrealized gains and losses as a component of either operating expenses or operating revenues.

As a result of ES entering into transactions to borrow natural gas, commonly referred to as "park and loans," an embedded derivative is recognized relating to differences between the fair value of the amount borrowed and the fair value of the amount that will ultimately be repaid, based on changes in the forward price for natural gas prices at the borrowed location over the contract term. This embedded derivative is accounted for as a forward sale in the month in which the repayment of the borrowed natural gas is expected to occur and is considered a derivative transaction that is recorded at fair value on the Consolidated Balance Sheets, with changes in value recognized in current-period earnings.

Expected production of SRECs are hedged through the use of forward and futures contracts. All contracts require the Company to physically deliver SRECs through the transfer of certificates as per contractual settlement schedules. ES recognizes changes in the fair value of these derivatives as a component of operating revenues. For SRECs that are acquired by ES, changes in the fair value of these derivatives are reported as a component of operating expenses. Upon settlement of these contracts, the related revenue or expense is recognized when the SREC is transferred to the counterparty or acquired by ES, respectively.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Natural Gas Distribution

Changes in fair value of NJNG's financial commodity derivatives are recorded as a component of regulatory assets or liabilities on the Consolidated Balance Sheets. The Company elects NPNS accounting treatment on all physical commodity contracts that NJNG entered into on or before December 31, 2015, and accounts for these contracts on an accrual basis. Accordingly, physical natural gas purchases are recognized in regulatory assets or liabilities on the Consolidated Balance Sheets when the contract settles and the natural gas is delivered. The average cost of natural gas is charged to expense in the current period earnings based on the BGSS factor times the therm sales. NJNG no longer elects NPNS accounting treatment on a portfolio basis. However, since NPNS is a contract-by-contract election, where it makes sense to do so, NJNG can and may elect to treat certain contracts as normal. Because NJNG recovers these amounts through future BGSS rates as increases or decreases to the cost of natural gas in NJNG's tariff for natural gas service, the changes in fair value of these contracts are deferred as a component of regulatory assets or liabilities on the Consolidated Balance Sheets.

Clean Energy Ventures

The Company elects NPNS accounting treatment on PPA contracts executed by CEV that meet the definition of a derivative and accounts for the contract on an accrual basis. Accordingly, electricity sales are recognized in revenues throughout the term of the PPA as electricity is delivered. NPNS is a contract-by-contract election and where it makes sense to do so, the Company can and may elect to treat certain contracts as normal.

Fair Value of Derivatives

The following table presents the fair value of the Company's derivative assets and liabilities recognized on the Consolidated Balance Sheets as of September 30:

<i>(Thousands)</i>	Balance Sheet Location	Derivatives at Fair Value				
		2025	2024	Assets	Liabilities	
Derivatives not designated as hedging instruments:						
ES:						
Physical commodity contracts	Derivatives - current	\$ 3,709	\$ 5,878	\$ 1,660	\$ 4,346	
	Derivatives - noncurrent	1,312	3,931	727	10,758	
Financial commodity contracts	Derivatives - current	8,426	1,736	5,132	1,344	
	Derivatives - noncurrent	1,006	352	79	732	
NJNG:						
Physical commodity contracts	Derivatives - current	30	2	21	579	
Financial commodity contracts	Derivatives - current	349	4	—	2	
	Derivatives - noncurrent	1	—	—	—	
Total fair value of derivatives		\$ 14,833	\$ 11,903	\$ 7,619	\$ 17,761	

Offsetting of Derivatives

The Company transacts under master netting arrangements or equivalent agreements that allow it to offset derivative assets and liabilities with the same counterparty. However, the Company's policy is to present its derivative assets and liabilities on a gross basis at the contract level unit of account on the Consolidated Balance Sheets.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following table summarizes the reported gross amounts, the amounts that the Company has the right to offset but elects not to, financial collateral and the net amounts the Company could present on the Consolidated Balance Sheets but elects not to.

(Thousands)	Asset Derivatives				Liability Derivatives			
	Fair Value ⁽¹⁾	Amounts Offset ⁽²⁾	Collateral Received/ Pledged ⁽³⁾	Net Value ⁽⁴⁾	Fair Value ⁽¹⁾	Amounts Offset ⁽²⁾	Collateral Received/ Pledged ⁽³⁾	Net Value ⁽⁴⁾
As of September 30, 2025								
ES Contracts								
Physical commodity	\$ 5,021	(2,061)	—	\$ 2,960	\$ 9,809	(2,061)	(2,022)	\$ 5,726
Financial commodity	9,432	(2,088)	(3,951)	3,393	2,088	(2,088)	—	—
Total ES	\$ 14,453	(4,149)	(3,951)	\$ 6,353	\$ 11,897	(4,149)	(2,022)	\$ 5,726
NJNG Contracts								
Physical commodity	\$ 30	(1)	—	\$ 29	\$ 2	(1)	—	\$ 1
Financial commodity	350	(4)	—	346	4	(4)	—	—
Total NJNG	\$ 380	(5)	—	\$ 375	\$ 6	(5)	—	\$ 1
As of September 30, 2024								
ES Contracts								
Physical commodity	\$ 2,387	(535)	—	\$ 1,852	\$ 15,104	(535)	(5,551)	\$ 9,018
Financial commodity	5,211	(2,076)	(1,170)	1,965	2,076	(2,076)	—	—
Total ES	\$ 7,598	(2,611)	(1,170)	\$ 3,817	\$ 17,180	(2,611)	(5,551)	\$ 9,018
NJNG Contracts								
Physical commodity	\$ 21	(13)	—	\$ 8	\$ 579	(13)	—	\$ 566
Financial commodity	—	—	—	—	2	—	(2)	—
Total NJNG	\$ 21	(13)	—	\$ 8	\$ 581	(13)	(2)	\$ 566

(1) Derivative assets and liabilities are presented on a gross basis on the Consolidated Balance Sheets, as the Company does not elect balance sheet offsetting under ASC 210-20.

(2) Includes transactions with NAESB netting election, transactions held by FCMs with net margining and transactions with ISDA netting.

(3) Financial collateral includes cash balances at FCMs, as well as cash received from or pledged to other counterparties.

(4) Net amounts represent presentation of derivative assets and liabilities if the Company were to elect balance sheet offsetting under ASC 210-20.

ES utilizes financial derivatives to economically hedge the gross margin associated with the purchase of physical natural gas to be used for storage injection and its subsequent sale at a later date. The gains or losses on the financial transactions that are economic hedges of the cost of the purchased natural gas are recognized prior to the gains or losses on the physical transaction, which are recognized in earnings when the natural gas is delivered. Therefore, mismatches between the timing of the recognition of realized gains or losses on the financial derivative instruments and gains or losses associated with the actual sale of the natural gas that is being economically hedged, along with fair value changes in derivative instruments, create volatility in the results of ES, although the Company's intended economic results relating to the entire transaction are unaffected.

The following table presents the effect of derivative instruments recognized on the Consolidated Statements of Operations as of September 30:

(Thousands)	Location of gain (loss) recognized in income on derivatives	Amount of gain (loss) recognized in income on derivatives		
		2025	2024	2023
Derivatives not designated as hedging instruments:				
Physical commodity contracts	Operating revenues	\$ 3,110	\$ 12,070	\$ 33,610
Physical commodity contracts	Natural gas purchases	(1,474)	(2,391)	(6,846)
Financial commodity contracts	Natural gas purchases	12,407	11,722	80,406
Physical commodity contracts	Operation and maintenance	845	—	—
Total unrealized and realized gain		\$ 14,888	\$ 21,401	\$ 107,170

NJNG's derivative contracts are part of the Company's risk management activities that relate to its natural gas purchases and BGSS incentive programs. At settlement, the resulting gains and/or losses are payable to or recoverable from utility customers and are deferred in regulatory assets or liabilities resulting in no impact to earnings.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following table reflects the gains and/or (losses) associated with NJNG's derivative instruments as of September 30:

(Thousands)	2025	2024	2023
Physical commodity contracts	\$ (16,913)	\$ (5,215)	\$ (34,241)
Financial commodity contracts	(3,295)	11,064	(50,130)
Total unrealized and realized (loss) gain	\$ (20,208)	\$ 5,849	\$ (84,371)

ES and NJNG had the following outstanding long (short) derivatives as of September 30:

Volumes (Bcf)	ES		NJNG	
	2025	2024	2025	2024
Futures	(4.7)	(7.7)	36.1	31.9
Physical Commodity	5.5	2.8	6.0	10.9

Not included in the above table are 0.9M and 1.2M SRECs that were open as of September 30, 2025 and 2024, respectively.

Broker Margin

Futures exchanges have contract-specific margin requirements that require the posting of cash or cash equivalents relating to traded contracts. Margin requirements consist of initial margin that is posted upon the initiation of a position, maintenance margin that is usually expressed as a percent of initial margin and variation margin that fluctuates based on the daily marked-to-market relative to maintenance margin requirements. The Company maintains separate broker margin accounts for NJNG and ES.

The balances as of September 30, by reportable segment, are as follows:

(Thousands)	Balance Sheet Location	2025		2024	
		\$	\$	\$	\$
NJNG	Restricted broker margin accounts - current assets	\$ 5,480	\$ 4,975		
ES	Restricted broker margin accounts - current assets	\$ 3,440	\$ 8,268		
	Restricted broker margin accounts - current liabilities	\$ 3,949	\$ 1,146		

Wholesale Credit Risk

NJNG, ES, CEV and S&T are exposed to credit risk as a result of their sales/wholesale marketing activities. As a result of the inherent volatility in the prices of natural gas commodities, derivatives and SRECs, the market value of contractual positions with individual counterparties could exceed established credit limits or collateral provided by those counterparties. If a counterparty fails to perform the obligations under its contract, then the Company could sustain a loss.

The Company monitors and manages the credit risk of its wholesale operations through credit policies and procedures that management believes reduce overall credit risk. These policies include a review and evaluation of current and prospective counterparties' financial statements and/or credit ratings, daily monitoring of counterparties' credit limits and exposure, daily communication with traders regarding credit status and the use of credit mitigation measures, such as collateral requirements and netting agreements. Examples of collateral include letters of credit and cash received for either prepayment or margin deposit. Collateral may be requested due to the Company's election not to extend credit or because exposure exceeds defined thresholds. Most of the Company's wholesale marketing contracts contain standard netting provisions. These contracts include those governed by ISDA and the NAESB. The netting provisions refer to payment netting, whereby receivables and payables with the same counterparty are offset and the resulting net amount is paid to the party to which it is due.

Internally-rated exposure applies to counterparties that are not rated by Fitch or Moody's. In these cases, the counterparty's or guarantor's financial statements are reviewed, and similar methodologies and ratios used by credit rating agencies are applied to arrive at a substitute rating. Gross credit exposure is defined as the unrealized fair value of physical and financial derivative commodity contracts, plus any outstanding wholesale receivable for the value of natural gas delivered and/or financial derivative commodity contract that has settled for which payment has not yet been received.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following is a summary of gross credit exposures grouped by investment and noninvestment grade counterparties, as of September 30, 2025. The amounts presented below have not been reduced by any collateral received or netting and exclude accounts receivable for NJNG retail natural gas sales and services.

<i>(Thousands)</i>	Gross Credit Exposure
Investment grade	\$ 96,377
Noninvestment grade	5,862
Internally-rated investment grade	12,678
Internally-rated noninvestment grade	21,669
Total	\$ 136,586

Conversely, certain of NJNG's and ES's derivative instruments are linked to agreements containing provisions that would require cash collateral payments from the Company if certain events occur. These provisions vary based upon the terms in individual counterparty agreements and can result in cash payments if NJNG's credit rating were to fall below its current level. Specifically, most, but not all, of these additional payments will be triggered if NJNG's debt is downgraded by the major credit agencies, regardless of investment grade status. In addition, some of these agreements include threshold amounts that would result in additional collateral payments if the values of derivative liabilities were to exceed the maximum values provided for in relevant counterparty agreements. Other provisions include payment features that are not specifically linked to ratings, but are based on certain financial metrics.

Collateral amounts associated with any of these conditions are determined based on a sliding scale and are contingent upon the degree to which the Company's credit rating and/or financial metrics deteriorate, and the extent to which liability amounts exceed applicable threshold limits. Derivative instruments with credit-risk-related contingent features that were in a liability position for which collateral is required were immaterial as of both September 30, 2025 and 2024. These amounts differ from the respective net derivative liabilities reflected on the Consolidated Balance Sheets because the agreements also include clauses, commonly known as "Rights of Offset," that would permit the Company to offset its derivative assets against its derivative liabilities for determining additional collateral to be posted, as previously discussed.

6. FAIR VALUE

Fair Value of Assets and Liabilities

The fair value of cash and cash equivalents, accounts receivable, current loans receivable, accounts payable, commercial paper and borrowings under revolving credit facilities are estimated to equal their carrying amounts due to the short maturity of those instruments. Noncurrent loans receivable are recorded based on what the Company expects to receive, which approximates fair value, in other noncurrent assets on the Consolidated Balance Sheets. The Company regularly evaluates the credit quality and collection profile of its customers to approximate fair value.

As of September 30, the estimated fair value of long-term debt, including current maturities, excluding natural gas meter sale leasebacks, debt issuance costs and solar asset sale leasebacks, is as follows ⁽¹⁾:

<i>(Thousands)</i>	2025	2024
NJNG		
Carrying value ⁽¹⁾	\$ 1,797,845	\$ 1,647,845
Fair market value	\$ 1,536,391	\$ 1,439,849
NJR		
Carrying value ⁽¹⁾	\$ 1,120,000	\$ 1,120,000
Fair market value	\$ 1,095,121	\$ 1,085,955

⁽¹⁾ See Note 9, *Debt* for a reconciliation to long-term and short-term debt.

The Company enters into sale leaseback transactions for certain commercial solar assets and natural gas meters. These transactions are recorded within long-term debt on the Consolidated Balance Sheets. The carrying value of solar sale leasebacks was approximately \$471.5M and \$283.0M and the estimated fair value was approximately \$481.4M and \$290.4M as of September 30, 2025 and 2024, respectively. The carrying value of the natural gas meter sale leasebacks was approximately \$33.5M and \$31.6M and the estimated fair value of certain natural gas meter sale leasebacks amounted to approximately \$32.5M and \$26.7M as of September 30, 2025 and 2024, respectively.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Company utilizes a discounted cash flow method to determine the fair value of its debt. Inputs include observable municipal and corporate yields, as appropriate, for the maturity of the specific debt instrument and the Company's credit rating. As of September 30, 2025 and 2024, the Company discloses its debt within Level 2 of the fair value hierarchy.

Fair Value Hierarchy

The Company applies fair value measurement guidance to its financial assets and liabilities, as appropriate, which include financial derivatives and physical commodity contracts qualifying as derivatives, investments in equity securities and other financial assets and liabilities. In addition, authoritative accounting literature prescribes the use of a fair value hierarchy that prioritizes the inputs-to-valuation techniques used to measure fair value based on the source of the data used to develop the price inputs. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities and the lowest priority to inputs that are based on unobservable market data and includes the following:

Fair Value Hierarchy	Description of Fair Value Level	Fair Value Technique
Level 1	Unadjusted quoted prices for identical assets or liabilities in active markets	The Company's Level 1 assets and liabilities include exchange-traded natural gas futures and options contracts, listed equities and money market funds. Exchange-traded futures and options contracts include all energy contracts traded on the NYMEX, CME and ICE that the Company refers to internally as basis swaps, fixed swaps, futures and financial options that are cleared through an FCM.
Level 2	Other significant observable inputs, such as interest rates or price data, including both commodity and basis pricing that is observed either directly or indirectly from publications or pricing services	<p>The Company's Level 2 assets and liabilities include over-the-counter physical forward commodity contracts and swap contracts, SREC contracts or derivatives that are initially valued using observable quotes and are subsequently adjusted to include time value, credit risk or estimated transport pricing components for which no basis price is available. Level 2 financial derivatives consist of transactions with non-FCM counterparties (basis swaps, fixed swaps and/or options). Inputs are verifiable and do not require significant management judgment. For some physical commodity contracts, the Company utilizes transportation tariff rates that are publicly available and that it considers to be observable inputs that are equivalent to market data received from an independent source. There are no significant judgments or adjustments applied to the transportation tariff inputs and no market perspective is required. Even if the transportation tariff input were considered to be a "model," it would still be considered to be a Level 2 input as the data is:</p> <ul style="list-style-type: none"> • widely accepted and public; • non-proprietary and sourced from an independent third party; and • observable and published. <p>These additional adjustments are generally not considered to be significant to the ultimate recognized values.</p>
Level 3	Inputs derived from a significant amount of unobservable market data	These include the Company's best estimate of fair value and are derived primarily through the use of internal valuation methodologies.

Financial derivative portfolios of NJNG and ES consist mainly of futures, options and swaps. The Company primarily uses the market approach, and its policy is to use actively quoted market prices when available. The principal market for its derivative transactions is the natural gas wholesale market; therefore, the primary sources for its price inputs are CME, NYMEX and ICE. However, ES also engages in transactions that result in transporting natural gas to delivery points for which there is no actively quoted market price. In most instances, the transportation cost to the final delivery location is not significant to the overall valuation. If required, ES's policy is to use the best information available to determine fair value based on internal pricing models, which would include estimates extrapolated from broker quotes or other pricing services.

The Company also has other financial assets that include listed equities, mutual funds and money market funds for which there are active exchange quotes available. When the Company determines fair values, measurements are adjusted, as needed, for credit risk associated with its counterparties, as well as its own credit risk. The Company determines these adjustments by using historical default probabilities that correspond to the applicable S&P issuer ratings, while also taking into consideration collateral and netting arrangements that serve to mitigate risk.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Assets and liabilities measured at fair value on a recurring basis are summarized as follows:

(Thousands)	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
As of September 30, 2025				
Assets				
Physical commodity contracts	\$ —	\$ 5,051	\$ —	\$ 5,051
Financial commodity contracts	9,782	—	—	9,782
Money market funds	5	—	—	5
Other	2,589	—	—	2,589
Total assets at fair value	\$ 12,376	\$ 5,051	\$ —	\$ 17,427
Liabilities				
Physical commodity contracts	\$ —	\$ 9,811	\$ —	\$ 9,811
Financial commodity contracts	2,092	—	—	2,092
Total liabilities at fair value	\$ 2,092	\$ 9,811	\$ —	\$ 11,903
As of September 30, 2024				
Assets				
Physical commodity contracts	\$ —	\$ 2,408	\$ —	\$ 2,408
Financial commodity contracts	5,211	—	—	5,211
Money market funds	62	—	—	62
Other	2,671	—	—	2,671
Total assets at fair value	\$ 7,944	\$ 2,408	\$ —	\$ 10,352
Liabilities				
Physical commodity contracts	\$ —	\$ 15,683	\$ —	\$ 15,683
Financial commodity contracts	2,078	—	—	2,078
Total liabilities at fair value	\$ 2,078	\$ 15,683	\$ —	\$ 17,761

7. INVESTMENTS IN EQUITY INVESTEES

The Company holds a 50% equity method investment in Steckman Ridge, a jointly owned and controlled natural gas storage facility located in Bedford County, Pennsylvania. The Company's investment in Steckman Ridge was approximately \$101.2M and \$101.7M as of September 30, 2025 and 2024, respectively, which includes loans with a total outstanding principal balance of approximately \$70.4M for both September 30, 2025 and 2024. These loans accrue interest at a variable rate that resets quarterly and are due October 1, 2027.

NJNG and ES have entered into storage and park and loan agreements with Steckman Ridge. See Note 16, *Related Party Transactions* for more information on these intercompany transactions.

8. EARNINGS PER SHARE

The following table presents the calculation of the Company's basic and diluted earnings per share for the fiscal years ended September 30:

(Thousands, except per share amounts)	2025	2024	2023
Net income, as reported	\$ 335,627	\$ 289,775	\$ 264,724
Basic earnings per share			
Weighted average shares of common stock outstanding-basic	100,244	98,634	97,028
Basic earnings per common share	\$3.35	\$2.94	\$2.73
Diluted earnings per share			
Weighted average shares of common stock outstanding-basic	100,244	98,634	97,028
Incremental shares ⁽¹⁾	544	655	599
Weighted average shares of common stock outstanding-diluted	100,788	99,289	97,627
Diluted earnings per common share	\$3.33	\$2.92	\$2.71

⁽¹⁾ Incremental shares consist primarily of unvested stock awards and performance units, which are calculated using the treasury stock method.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

9. DEBT

NJNG and NJR finance working capital requirements and capital expenditures through various short-term debt and long-term financing arrangements, including a commercial paper program and committed unsecured credit facilities.

Long-term Debt

The following table presents the long-term debt of the Company as of September 30:

<i>(Thousands)</i>	2025	2024		
NJNG				
First mortgage bonds:				
Series OO	3.00%	Maturity date: August 1, 2041	46,500	46,500
Series PP	3.15%	April 15, 2028	50,000	50,000
Series RR	4.61%	March 13, 2044	55,000	55,000
Series SS	2.82%	April 15, 2025	—	50,000
Series TT	3.66%	April 15, 2045	100,000	100,000
Series UU	3.63%	June 21, 2046	125,000	125,000
Series VV	4.01%	May 11, 2048	125,000	125,000
Series WW	3.50%	April 1, 2042	10,300	10,300
Series XX	3.38%	April 1, 2038	10,500	10,500
Series YY	2.45%	April 1, 2059	15,000	15,000
Series ZZ	3.76%	July 17, 2049	100,000	100,000
Series AAA	3.86%	July 17, 2059	85,000	85,000
Series BBB	2.75%	August 1, 2039	9,545	9,545
Series CCC	3.00%	August 1, 2043	41,000	41,000
Series DDD	3.13%	June 30, 2050	50,000	50,000
Series EEE	3.13%	July 23, 2050	50,000	50,000
Series FFF	3.33%	July 23, 2060	25,000	25,000
Series GGG	2.87%	September 1, 2050	25,000	25,000
Series HHH	2.97%	September 1, 2060	50,000	50,000
Series III	2.97%	October 30, 2051	50,000	50,000
Series JJJ	3.07%	October 28, 2061	50,000	50,000
Series LLL	4.37%	May 27, 2037	50,000	50,000
Series MMM	4.71%	May 27, 2052	50,000	50,000
Series NNN	5.47%	October 24, 2052	125,000	125,000
Series OOO	5.56%	September 28, 2033	50,000	50,000
Series PPP	5.85%	October 30, 2053	50,000	50,000
Series QQQ	5.82%	June 26, 2054	125,000	125,000
Series RRR	5.49%	September 30, 2034	75,000	75,000
Series SSS	5.16%	August 21, 2035	100,000	—
Series TTT	5.85%	August 21, 2055	100,000	—
Meter financing obligation		Various dates	33,477	31,574
Less: Debt issuance costs			(11,296)	(10,899)
Less: Current maturities of long-term debt			(8,228)	(58,649)
Total NJNG long-term debt			1,811,798	1,609,871
NJR				
Unsecured senior notes	3.48%	November 7, 2024	—	100,000
Unsecured senior notes	3.54%	August 18, 2026	100,000	100,000
Unsecured senior notes	3.96%	June 8, 2028	100,000	100,000
Unsecured senior notes	3.29%	July 17, 2029	150,000	150,000
Unsecured senior notes	3.50%	July 23, 2030	130,000	130,000
Unsecured senior notes	3.60%	July 23, 2032	130,000	130,000
Unsecured senior notes	3.13%	September 1, 2031	120,000	120,000
Unsecured senior notes	3.25%	September 1, 2033	80,000	80,000
Unsecured senior notes	4.38%	June 23, 2027	110,000	110,000
Unsecured senior notes	3.64%	September 19, 2034	50,000	50,000
Unsecured senior notes	6.14%	December 15, 2032	50,000	50,000
Unsecured senior notes	5.55%	November 7, 2034	100,000	—
Less: Debt issuance costs			(2,916)	(3,011)
Less: Current maturities of long-term debt			(100,000)	(100,000)
Total NJR long-term debt			1,017,084	1,016,989

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

CEV	Maturity date:	2025	2024
Solar asset financing obligation	Various dates	471,469	282,962
Less: Current maturities of long-term debt		(49,964)	(30,358)
Total CEV long-term debt		421,505	252,604
Total long-term debt		\$ 3,250,387	\$ 2,879,464

Annual long-term debt redemption requirements, excluding meter financing obligations, debt issuance costs and solar asset financing obligations, as of September 30, are as follows:

(Thousands)	2026	2027	2028	2029	2030	Thereafter
NJR	\$ 100,000	\$ 110,000	\$ 100,000	\$ 150,000	\$ 130,000	\$ 530,000
NJNG	\$ —	\$ —	\$ 50,000	\$ —	\$ —	\$ 1,747,845

NJR

On November 7, 2024, NJR entered into a Note Purchase Agreement under which NJR issued \$100M senior notes at a fixed interest rate of 5.55%, maturing in 2034.

NJNG

First Mortgage Bonds

NJNG and Trustee entered into the Mortgage Indenture, dated September 1, 2014, which secures all the outstanding FMBs issued by NJNG. The Mortgage Indenture provides a direct first mortgage lien upon substantially all the operating properties and franchises of NJNG (other than excepted property, such as cash on hand, choses-in-action, securities, rent, natural gas meters and certain materials, supplies, appliances and vehicles), subject only to certain permitted encumbrances. The Mortgage Indenture contains provisions subjecting after-acquired property (other than excepted property and subject to pre-existing liens, if any, at the time of acquisition) to the lien thereof.

NJNG's Mortgage Indenture does not restrict NJNG's ability to pay dividends. New Jersey Administrative Code 14:4-4.7 states that a public utility cannot issue dividends without regulatory approval if its equity-to-total-capitalization ratio falls below 30%. As of September 30, 2025, NJNG's equity-to-total-capitalization ratio is 54.1% and NJNG has the capacity to issue up to \$1.5B of FMB under the terms of the Mortgage Indenture.

On April 15, 2025, NJNG's 10-year, 2.82% \$50M senior notes matured.

On August 21, 2025, NJNG entered into a Note Purchase Agreement for \$200M aggregate principal amount of its senior notes consisting of \$100M of 5.16% senior notes due August 21, 2035, and \$100M of 5.85% senior notes due August 21, 2055.

The senior notes are secured by an equal principal amount of NJNG's FMBs issued under NJNG's Mortgage Indenture.

Sale Leasebacks

NJNG received approximately \$11.7M and \$8.8M during fiscal 2025 and 2024, respectively, in connection with the sale leaseback of its natural gas meters, with terms ranging from seven to 10 years. NJNG records the proceeds received from the sale leaseback as a financing obligation for accounting purposes that is paid over the term of the arrangement and has the option to purchase the meters back at fair value upon expiration of the lease.

Contractual commitments for meter sale leaseback arrangements, which represent the most likely outcome of cash payments, as of the fiscal years ended September 30, are as follows:

(Thousands)	2026	2027	2028	2029	2030	Thereafter	Subtotal
Future payments	\$ 9,477	7,876	8,209	5,149	3,830	2,447	\$ 36,988
Less: Interest component							(3,511)
Total							\$ 33,477

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Clean Energy Ventures

CEV enters into transactions to sell the commercial solar assets concurrent with agreements to lease the assets back over a period of five to seven years. CEV records the proceeds received from the sale leasebacks as financing obligations for accounting purposes. These transactions are typically secured by the renewable energy facility asset and its future cash flows from RECs and energy sales. ITCs and other tax benefits associated with these solar projects are transferred to the buyer, if applicable; however, the lease payments are structured so that CEV is compensated for the transfer of the related tax incentives. CEV continues to operate the solar assets, including related expenses, and retain the revenue generated from RECs and energy sales, and has the option to repurchase the assets sold or renew the lease at the end of the lease term. CEV received proceeds of approximately \$251.2M and \$64.7M during fiscal 2025 and 2024, respectively, in connection with the sale leaseback of commercial solar assets. The proceeds received were recognized as a financing obligation on the Consolidated Balance Sheets.

Contractual commitments for the solar sale leaseback arrangements, which represent the most likely outcome of cash payments, as of the fiscal years ended September 30, are as follows:

(Thousands)	2026	2027	2028	2029	2030	Thereafter	Subtotal
Future payments	\$ 36,528	39,038	50,424	97,718	48,742	121,936	\$ 394,386
Less: Interest component							(82,004)
Total							\$ 312,382

Credit Facilities and Short-term Debt

A summary of NJR's credit facility and NJNG's commercial paper program and credit facility as of September 30, is as follows:

(Thousands)	As of date	Total borrowing capacity	At end of period				Expiration dates
			Loans outstanding	Weighted average interest rate	Remaining borrowing capacity		
NJR bank revolving credit facility ⁽¹⁾							
2025	\$	575,000	\$ 152,600	5.38 %	\$ 401,018 ⁽²⁾		August 2029
2024	\$	575,000	\$ 236,700	6.23 %	\$ 325,951 ⁽²⁾		August 2029
NJNG bank revolving credit facility ⁽³⁾							
2025	\$	250,000	\$ 43,000	4.30 %	\$ 206,269 ⁽⁴⁾		August 2029
2024	\$	250,000	\$ 55,100	4.98 %	\$ 194,169 ⁽⁴⁾		August 2029

(1) Committed credit facility, which requires commitment fees of 0.10% on the unused amount.

(2) Letters of credit outstanding total approximately \$21.4M and \$12.3M as of September 30, 2025 and 2024, respectively, which reduces the amount available by the same amount.

(3) Committed credit facility, which requires commitment fees of 0.075% on the unused amount.

(4) Letters of credit outstanding total approximately \$0.7M at both September 30, 2025 and 2024, which reduces the amount available by the same amount.

Amounts available under credit facilities are reduced by bank or commercial paper borrowings, as applicable, and any outstanding letters of credit. Neither NJNG nor the results of its operations are obligated or pledged to support the NJR Credit Facility.

NJR

In August 2024, NJR entered into a second amendment to NJR's Second Amended and Restated Credit Agreement, which reduced the NJR Credit Facility from \$650M to \$575M and extended the maturity date to August 7, 2029, pursuant to NJR's option to extend the maturity date under the NJR Second Amended and Restated Credit Agreement, and permits NJR to request that the maturity date be extended up to two times for an additional period of one year each. The NJR Credit Facility includes an accordion feature, which allows NJR, in the absence of a default or event of default, to increase from time to time, with the existing or new lenders, the revolving credit commitments under the NJR Credit Facility in increments of at least \$50M, with the total revolving credit commitments not exceeding \$750M. The NJR Credit Facility also permits the borrowing of revolving loans and swingline loans, as well as a \$75M sublimit for the issuance of letters of credit. Certain of NJR's unregulated subsidiaries have guaranteed all of NJR's obligations under the NJR Credit Facility. The credit facility is used primarily to finance its share repurchases, to satisfy ES's short-term liquidity needs and to finance, on an initial basis, unregulated investments.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

As of September 30, 2025, NJR had 24 letters of credit outstanding totaling approximately \$21.4M, which reduced the amount available under the NJR Credit Facility by the same amount. NJR does not anticipate that these letters of credit will be drawn upon by the counterparties, and they will be renewed as necessary.

Neither NJNG nor the results of its operations are obligated or pledged to support the NJR credit or debt shelf facilities.

NJNG

In August 2024, NJNG entered into a second amendment to NJNG's Second Amended and Restated Credit Agreement governing a \$250M NJNG Credit Facility, which extended the maturity date of the facility to August 7, 2029, pursuant to NJNG's option to extend the maturity date under the NJNG Second Amended and Restated Credit Agreement, and permits NJNG to request that the maturity date be extended up to two times for an additional period of one year each. The NJNG Credit Facility includes an accordion feature, which allows NJNG, in the absence of a default or event of default, to increase from time to time, with the existing or new lenders, the revolving credit commitments under the NJNG Credit Facility in increments of at least \$50M with the total revolving credit commitments not exceeding \$350M. The NJNG Credit Facility also permits the borrowing of revolving loans and swingline loans, as well as a \$30M sublimit for the issuance of letters of credit.

As of September 30, 2025, NJNG has two letters of credit outstanding for approximately \$0.7M, which reduced the amount available under the NJNG Credit Facility by the same amount. NJNG does not anticipate that these letters of credit will be drawn upon by the counterparties.

10. STOCK-BASED COMPENSATION

NJR issues shares out of its 2017 Stock Award and Incentive Plan, in the form of performance share units, restricted stock units, deferred retention stock units and unrestricted common stock to non-employee directors. As of September 30, 2025, 2,337,295 shares remain available for future issuance.

The following table summarizes all stock-based compensation expense recognized during the following fiscal years:

<i>(Thousands)</i>	2025	2024	2023
Stock-based compensation expense:			
Performance share awards	\$ 6,679	\$ 5,437	\$ 4,882
Restricted and non-restricted stock	4,174	3,958	3,647
Deferred retention stock	6,926	6,633	6,187
Compensation expense included in operation and maintenance expense	17,779	16,028	14,716
Income tax benefit ⁽¹⁾	(4,310)	(3,898)	(3,563)
Total, net of tax	\$ 13,469	\$ 12,130	\$ 11,153

(1) Excludes additional tax benefit related to delivered shares of approximately \$1.9M, \$1.2M and \$0.6M as of September 30, 2025, 2024 and 2023, respectively.

Performance Share Units

In fiscal 2025, the Company granted to certain officers 48,505 performance shares, which are market condition awards that vest on September 30, 2027, subject to the Company meeting certain conditions. In fiscal 2025, the Company also granted to certain officers 83,856 performance shares, of which 46,901 vest on September 30, 2027, and 36,955 vest annually over a three-year period beginning in September 2025, both of which are subject to the Company meeting certain performance conditions.

In fiscal 2024, the Company granted to certain officers 54,693 performance shares, which are market condition awards that vest on September 30, 2026, subject to the Company meeting certain conditions. In fiscal 2024, the Company also granted to certain officers 88,107 performance shares, of which 50,504 vest on September 30, 2026, and 37,603 vest annually over a three-year period beginning in September 2024, both of which are subject to the Company meeting certain performance conditions.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

In fiscal 2023, the Company granted to certain officers 39,614 performance shares, which are market condition awards that vested on September 30, 2025, subject to the Company meeting certain conditions. In fiscal 2023, the Company also granted to certain officers 73,047 performance shares, of which 42,449 vested on September 30, 2025, and 30,598 vest annually over a three-year period beginning in September 2023, both of which were subject to the Company meeting certain performance conditions. The vesting of these awards is shown in the table below.

There is approximately \$6.7M of deferred compensation related to unvested performance shares that is expected to be recognized over the weighted average period of 1.7 years.

The following table summarizes the performance share activity under the stock award and incentive plans for the past three fiscal years:

	Shares ⁽¹⁾	Weighted Average Grant Date Fair Value	Total Fair Value of Vested Shares (in Thousands)
Non-vested and outstanding at September 30, 2022	192,121	\$36.29	—
Granted	112,661	\$46.00	—
Vested ⁽²⁾	(105,197)	\$35.07	\$ 4,126
Cancelled/forfeited	(9,330)	\$38.64	—
Non-vested and outstanding at September 30, 2023	190,255	\$42.60	—
Granted	142,800	\$42.55	—
Vested ⁽³⁾	(112,183)	\$39.91	\$ 5,271
Cancelled/forfeited	(1,913)	\$43.83	—
Non-vested and outstanding at September 30, 2024	218,959	\$43.93	—
Granted	132,361	\$46.94	—
Vested ⁽⁴⁾	(112,408)	\$45.72	\$ 5,117
Cancelled/forfeited	(1,138)	\$46.00	—
Non-vested and outstanding at September 30, 2025	237,774	\$44.75	—

(1) The number of common shares issued related to certain performance shares may range from zero to 150% of the number of shares shown in the table above based on the Company's achievement of performance goals.

(2) As certified by the Company's Leadership and Compensation Committee on November 15, 2023, the number of common shares earned related to TSR performance was 150% or 59,192 shares, the number of common shares earned related to NFE performance was 150% or 55,832 shares and the number of common shares earned related to Performance Based Restricted Stock was 100% or 30,598 shares. Each award earned excludes accumulated dividends. The number represented on this line is the target number of 100%.

(3) As certified by the Company's Leadership and Compensation Committee on November 6, 2024, the number of common shares earned related to TSR performance was 150% or 60,092 shares, the number of common shares earned related to NFE performance was 124% or 49,269 shares and the number of common shares earned related to Performance Based Restricted Stock was 100% or 37,603 shares. Each award earned excludes accumulated dividends. The number represented on this line is the target number of 100%.

(4) As certified by the Company's Leadership and Compensation Committee on November 4, 2025, the number of common shares earned related to TSR performance was 97% or 36,754 shares, the number of common shares earned related to NFE performance was 134% or 54,408 shares and the number of common shares earned related to Performance Based Restricted Stock was 100% or 36,955 shares. Each award earned excludes accumulated dividends. The number represented on this line is the target number of 100%.

The Company measures compensation expense related to performance shares based on the fair value of these awards at their date of grant. In accordance with ASC 718, *Compensation - Stock Compensation*, compensation expense for market condition grants is recognized for awards granted and is not adjusted based on actual achievement of the performance goals. The Company estimated the fair value of these grants on the date of grant using a lattice model. Performance condition grants are initially fair valued at the Company's stock price on the grant date and are subsequently adjusted for actual achievement of the performance goals.

Restricted Stock Units

The Company granted 57,417, 67,522 and 64,080 shares of restricted stock during fiscal 2025, 2024 and 2023, respectively. The shares vest annually over a three-year period beginning in October of the fiscal year in which they were granted. The Company may choose to grant additional shares of restricted stock that vest annually over a three-year period beginning in the period of the fiscal year in which they were granted. The Company granted 2,191 and 3,465 additional shares of restricted stock during fiscal 2025 and 2024, respectively. There were no additional shares of restricted stock granted during fiscal 2023. There is approximately \$1.6M of deferred compensation related to unvested restricted stock shares that is expected to be recognized over the weighted average period of 1.8 years.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following table summarizes the restricted stock activity under the stock award and incentive plans for the past three fiscal years:

	Shares	Weighted Average Grant Date Fair Value	Total Fair Value of Vested Shares (in Thousands)
Non-vested and outstanding at September 30, 2022	97,824	\$36.90	—
Granted	64,080	\$46.00	—
Vested	(48,312)	\$40.30	\$ 1,910
Cancelled/forfeited	(4,716)	\$38.77	—
Non-vested and outstanding at September 30, 2023	108,876	\$41.55	—
Granted	70,987	\$42.59	—
Vested	(53,393)	\$39.74	\$ 2,256
Cancelled/forfeited	(970)	\$44.52	—
Non-vested and outstanding at September 30, 2024	125,500	\$42.89	—
Granted	59,608	\$46.89	—
Vested	(61,316)	\$42.93	\$ 2,869
Non-vested and outstanding at September 30, 2025	123,792	\$44.80	—

Deferred Retention Stock Units

Deferred retention stock awards are granted upon approval by the Board of Directors, which generally occurs subsequent to the fiscal year end. Deferred retention stock awards vest immediately when granted, with shares delivered at a future date in accordance with the terms of the underlying agreements. The expense for these awards is recognized in the fiscal year in which services are rendered.

The following table summarizes the deferred retention stock award under the stock award and incentive plans for the past three fiscal years:

	Shares	Weighted Average Grant Date Fair Value	Total Fair Value of Vested Shares (in Thousands)
Outstanding at September 30, 2022	231,267	\$39.16	—
Granted/Vested	134,941	\$45.85	—
Delivered	(38,115)	\$40.67	\$ 1,517
Outstanding at September 30, 2023	328,093	\$41.74	—
Granted/Vested	155,188	\$42.55	—
Delivered	(5,089)	\$35.86	\$ 213
Forfeited	(235)	\$42.55	—
Outstanding at September 30, 2024	477,957	\$42.07	—
Granted/Vested	147,655	\$46.94	—
Delivered	(191,115)	\$38.95	\$ 8,906
Outstanding at September 30, 2025	434,497	\$45.10	—

Non-Employee Director Stock

Non-employee director compensation includes an annual equity retainer that is awarded at the time of the Company's annual meeting of shareowners. The shares vest upon the earlier of the first anniversary of the grant date or the date of the Company's next annual meeting of shareowners following the grant date and are amortized to expense over a 12-month period. The following summarizes non-employee director share awards for the past three fiscal years:

	2025	2024	2023
Shares granted	28,080	29,996	24,044
Weighted average grant date fair value	\$47.65	\$41.67	\$49.58

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

11. EMPLOYEE BENEFIT PLANS

Pension and Other Postemployment Benefit Plans

The Company has two trustee, noncontributory defined benefit retirement plans covering eligible regular represented and non-represented employees with more than one year of service. Defined benefit plan benefits are based on years of service and average compensation during the highest 60 consecutive months of employment. The Company also provides postemployment medical and life insurance benefits to employees who meet certain eligibility requirements.

All represented employees of NJRHS hired on or after October 1, 2000, non-represented employees hired on or after October 1, 2009 and NJNG represented employees hired on or after January 1, 2012 are covered by an enhanced defined contribution plan instead of the defined benefit plan. Participation in the postemployment medical and life insurance plan was also frozen to new employees as of the same dates, with the exception of new NJRHS represented employees, for which benefits were frozen beginning April 3, 2012.

The Company maintains an unfunded nonqualified PEP that was established to provide employees with the full level of benefits as stated in the qualified plan without reductions due to various limitations imposed by the provisions of federal income tax laws and regulations. There are no plan assets in the nonqualified plan due to the nature of the plan.

The Company's funding policy for its pension plans is to contribute at least the minimum amount required by the Employee Retirement Income Security Act of 1974, as amended. In fiscal 2025 and 2024, the Company had no minimum funding requirements and did not make any discretionary contributions to the pension plans. The Company does not expect to be required to make additional contributions to fund the pension plans during the next fiscal year based on current actuarial assumptions; however, funding requirements are uncertain and can depend significantly on changes in actuarial assumptions, returns on plan assets and changes in the demographics of eligible employees and covered dependents.

There are no federal requirements to pre-fund OPEB benefits. However, the Company is required to fund certain amounts due to regulatory agreements with the BPU. The Company contributed approximately \$0.5M and \$7.8M in fiscal 2025 and 2024, respectively, and estimates that it may contribute up to \$3.0M over each of the next five years. Additional contributions may be required based on market conditions and changes to assumptions.

In January 2024, the Company announced changes to its postretirement medical benefits plan. Beginning on January 1, 2025, the Company replaced the existing retiree medical coverage for certain eligible employees age 65 and older and their Medicare-eligible dependents with an employer-funded Health Reimbursement Arrangement. Medicare-eligible participants may use the Health Reimbursement Arrangement toward the purchase of supplemental insurance coverage and for other qualified medical expenses. The liability associated with postretirement medical benefits was remeasured as of January 1, 2024. The change in post-retirement medical benefits is being amortized into earnings over approximately eight years, the average remaining service to retirement for all plan participants.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following summarizes the changes in the funded status of the plans and the related liabilities recognized on the Consolidated Balance Sheets as of September 30:

(Thousands)	Pension ⁽¹⁾		OPEB	
	2025	2024	2025	2024
Change in Benefit Obligation				
Benefit obligation at beginning of year	\$ 333,532	\$ 290,321	\$ 181,800	\$ 203,406
Service cost	5,523	4,976	1,092	1,406
Interest cost	15,433	16,240	8,387	8,327
Plan amendments	—	—	—	(79,881)
Plan participants' contributions ⁽²⁾	20	27	1,401	703
Actuarial (gain) loss	(12,216)	36,863	39,942	54,518
Benefits paid, net of retiree subsidies received	(16,838)	(14,895)	(7,808)	(6,679)
Benefit obligation at end of year	\$ 325,454	\$ 333,532	\$ 224,814	\$ 181,800
Change in plan assets				
Fair value of plan assets at beginning of year	\$ 342,710	\$ 298,361	\$ 129,721	\$ 106,783
Actual return on plan assets	28,156	58,682	12,063	21,249
Employer contributions	539	535	486	7,846
Reimbursement from Trust ⁽³⁾	—	—	(9,139)	—
Benefits paid, net of plan participants' contributions ⁽²⁾	(16,819)	(14,868)	(6,538)	(6,157)
Fair value of plan assets at end of year	\$ 354,586	\$ 342,710	\$ 126,593	\$ 129,721
Funded status	\$ 29,132	\$ 9,178	\$ (98,221)	\$ (52,079)
Amounts recognized on Consolidated Balance Sheets				
Postemployment employee benefit asset				
Noncurrent	\$ 40,813	\$ 21,104	\$ —	\$ 3,556
Postemployment employee benefit liability				
Current	\$ (555)	\$ (552)	\$ (517)	\$ (2,400)
Noncurrent	(11,126)	(11,374)	(97,704)	(53,235)
Total	\$ 29,132	\$ 9,178	\$ (98,221)	\$ (52,079)

(1) Includes the Company's PEP.

(2) Contributions made by employees hired prior to July 1, 1998, who were eligible to elect an additional participant contribution to enhance their benefits, were immaterial during the periods.

(3) Reimbursements for benefit premiums paid by the Company on behalf of the Trust.

The Company recognizes a liability for its underfunded benefit plans as required by ASC 715, *Compensation - Retirement Benefits*. The Company records the offset to regulatory assets for the portion of liability relating to NJNG and to accumulated OCI for the portion of the liability related to its unregulated operations. The increase in actuarial gain for the pension and the decrease in actuarial loss for the OPEB were due primarily to the increase in the discount rate during fiscal 2025 compared with fiscal 2024.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following table summarizes the amounts recognized in regulatory assets and accumulated OCI as of September 30:

(Thousands)	Regulatory Assets				Accumulated Other Comprehensive Income (Loss)	
	Pension		OPEB		Pension	OPEB
	2025	2024	2025	2024	2025	2024
Balance at September 30, 2023	\$ 24,638	\$ 30,046	\$ 742	\$ 5,498		
Amounts arising during the period:						
Net actuarial (gain) loss	(2,407)	27,108	934	14,080		
Prior service (credit)	—	(60,504)	—	(19,376)		
Amounts amortized to net periodic costs:						
Net actuarial gain (loss)	2	(3,098)	(119)	(1,164)		
Prior service (cost) credit	(61)	7,458	—	2,555		
Balance at September 30, 2024	\$ 22,172	\$ 1,010	\$ 1,557	\$ 1,593		
Amounts arising during the period:						
Net actuarial (gain) loss	(13,368)	27,178	(3,303)	10,086		
Amounts amortized to net periodic costs:						
Net actuarial (loss)	(994)	(5,114)	(209)	(2,057)		
Prior service credit	—	9,801	—	3,279		
Balance at September 30, 2025	\$ 7,810	\$ 32,875	\$ (1,955)	\$ 12,901		

The amounts in regulatory assets and accumulated OCI not yet recognized as components of net periodic benefit cost as of September 30 are:

(Thousands)	Regulatory Assets				Accumulated Other Comprehensive Income (Loss)			
	Pension		OPEB		Pension		OPEB	
	2025	2024	2025	2024	2025	2024	2025	2024
Net actuarial loss (gain)	\$ 7,810	\$ 22,172	\$ 76,120	\$ 54,056	\$ (1,955)	\$ 1,557	\$ 26,443	\$ 18,414
Prior service cost (credit)	—	—	(43,245)	(53,046)	—	—	(13,542)	(16,821)
Total	\$ 7,810	\$ 22,172	\$ 32,875	\$ 1,010	\$ (1,955)	\$ 1,557	\$ 12,901	\$ 1,593

To the extent the unrecognized amounts in accumulated OCI or regulatory assets exceed 10% of the greater of the benefit obligation or the fair value of plan assets, an amortized amount over the average expected future working lifetime of the active plan participants is recognized.

The projected benefit and accumulated benefit obligations and the fair value of plan assets as of September 30, are as follows:

(Thousands)	Pension			OPEB		
	2025	2024	2023	2025	2024	2023
Projected benefit obligation				\$ 325,454	\$ 333,532	
Accumulated benefit obligation				\$ 302,880	\$ 306,850	
Fair value of plan assets				\$ 354,586	\$ 342,710	

The components of the net periodic cost for pension benefits, including the Company's PEP, and OPEB costs (principally health care and life insurance) for employees and covered dependents for fiscal years ended September 30, are as follows:

(Thousands)	Pension			OPEB		
	2025	2024	2023	2025	2024	2023
Service cost	\$ 5,523	\$ 4,976	\$ 5,402	\$ 1,092	\$ 1,406	\$ 2,471
Interest cost	15,433	16,240	15,174	8,387	8,327	9,146
Expected return on plan assets	(23,700)	(20,346)	(19,972)	(9,385)	(7,920)	(6,721)
Recognized actuarial loss	1,203	117	300	7,171	4,262	—
Prior service cost (credit) amortization	—	61	103	(13,080)	(10,013)	—
Net periodic benefit cost recognized as expense	\$ (1,541)	\$ 1,048	\$ 1,007	\$ (5,815)	\$ (3,938)	\$ 4,896

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Assumptions

The weighted average assumptions used to determine the Company's benefit costs during the fiscal years below and obligations as of September 30, are as follows:

	Pension			OPEB		
	2025	2024	2023	2025	2024	2023
Benefit costs:						
Discount rate	5.01/4.99% ⁽¹⁾	5.89/5.87% ⁽¹⁾	5.50/5.50% ⁽¹⁾	4.97/4.98% ⁽¹⁾	5.97/5.94% ⁽¹⁾	5.51/5.51% ⁽¹⁾
Expected asset return	7.50 %	7.00 %	7.00 %	7.50 %	7.00 %	7.00 %
Compensation increase	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾
Obligations:						
Discount rate	5.46/5.43% ⁽¹⁾	5.01/4.99% ⁽¹⁾	5.89/5.87% ⁽¹⁾	5.35/5.35% ⁽¹⁾	4.97/4.98% ⁽¹⁾	5.97/5.94% ⁽¹⁾
Compensation increase	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾	3.00/3.50% ⁽¹⁾

(1) Percentages for represented and non-represented plans, respectively.

When measuring its PBO, the Company uses an aggregate discount rate at which its obligation could be effectively settled. The Company determines a single weighted average discount rate based on a yield curve comprised of rates of return on a population of high quality debt issuances (AA- or better) whose cash flows (via coupons or maturities) match the timing and amount of its expected future benefit payments. The Company measures its service and interest costs using a disaggregated, or spot rate, approach. The Company applies the duration-specific spot rates from the full yield curve, as of the measurement date, to each year's future benefit payments, which aligns the timing of the plans' separate future cash flows to the corresponding spot rates on the yield curve.

Information relating to the assumed HCCTR used to determine expected OPEB benefits as of September 30, is as follows:

(\$ in thousands)	2025	2024	2023
HCCTR	9.4%	8.8%	7.4%
Ultimate HCCTR	4.5%	4.5%	4.5%
Year ultimate HCCTR reached	2033	2032	2032

The Company's investment objective is a long-term real rate of return on assets before permissible expenses that is approximately 5% greater than the assumed rate of inflation, as measured by the consumer price index. The expected long-term rate of return is based on the asset categories in which the Company invests and the current expectations and historical performance for these categories.

The mix and targeted allocation of the pension and OPEB plans' assets are as follows:

Asset Allocation	Target Allocation	Assets at September 30,	
		2025	2024
U.S. equity securities	29 %	30 %	29 %
International equity securities	16	16	16
Fixed income	39	37	38
Collective investment trusts at NAV	16	17	17
Total	100 %	100 %	100 %

The Company uses mortality assumptions published by the Society of Actuaries for its pension and other postemployment benefit obligations, which reflects life expectancies in the U.S. The Company used projection scale MP-2021 and the Pri-2012 mortality study as of September 30, 2025 and 2024.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid during the following fiscal years:

(Thousands)	2026	2027	2028	2029	2030	2031 - 2035
Pension	\$ 17,309	\$ 18,452	\$ 19,506	\$ 20,678	\$ 21,625	\$ 120,947
OPEB	\$ 12,262	\$ 13,511	\$ 14,599	\$ 15,620	\$ 16,479	\$ 89,419

The Company's OPEB plans provide prescription drug benefits that are actuarially equivalent to those provided by Medicare Part D. Therefore, under the Medicare Prescription Drug, Improvement and Modernization Act of 2003, the Company qualifies for federal subsidies. Estimated subsidy payments for fiscal 2026 and thereafter are immaterial.

Pension and OPEB assets held in the master trust, measured at fair value, are summarized as follows:

(Thousands)	Pension		OPEB	
	Quoted Prices in Active Markets for Identical Assets (Level 1)	Total	Quoted Prices in Active Markets for Identical Assets (Level 1)	Total
As of September 30, 2025				
Assets				
Registered Investment Companies:				
Equity Funds:				
Large Cap Index	81,213	81,213	36,682	36,682
Extended Market Index	17,654	17,654	7,776	7,776
International Stock	52,876	52,876	22,243	22,243
Fixed Income Funds:				
Emerging Markets	13,781	13,781	5,164	5,164
Core Fixed Income	—	—	27,257	27,257
High Yield Bond Fund	16,864	16,864	8,798	8,798
Long Duration Fund	107,011	107,011	—	—
Total assets in the fair value hierarchy	\$ 289,399	\$ 289,399	\$ 107,920	\$ 107,920
Investments measured at net asset value				
Collective investment trusts		65,187		18,673
Total assets at fair value		\$ 354,586		\$ 126,593
As of September 30, 2024				
Assets				
Money market funds	\$ —	\$ —	\$ 24	\$ 24
Registered Investment Companies:				
Equity Funds:				
Large Cap Index	76,897	76,897	38,040	38,040
Extended Market Index	16,665	16,665	7,977	7,977
International Stock	50,549	50,549	22,730	22,730
Fixed Income Funds:				
Emerging Markets	13,354	13,354	5,358	5,358
Core Fixed Income	—	—	28,765	28,765
High Yield Bond Fund	16,704	16,704	9,195	9,195
Long Duration Fund	106,656	106,656	—	—
Total assets in the fair value hierarchy	\$ 280,825	\$ 280,825	\$ 112,089	\$ 112,089
Investments measured at net asset value				
Collective investment trusts		61,885		17,632
Total assets at fair value		\$ 342,710		\$ 129,721

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Plan had no Level 2 or Level 3 fair value measurements during fiscal 2025 and 2024, and there have been no changes in valuation methodologies as of September 30, 2025. The Plan held assets that are valued using NAV as a practical expedient, which are excluded from the fair value hierarchy.

The following is a description of the valuation methodologies used for assets measured at fair value:

Asset Types	Description of the Valuation Methodologies
Money Market funds	Represents bank balances and money market funds that are valued based on the NAV of shares held at year end.
Registered Investment Companies	Equity and fixed income funds valued at the NAV of shares held by the plan at year end as reported on the active market on which the individual securities are traded.
Collective investment trusts	The NAV for collective investment trusts is provided by the Trustee and is used as a practical expedient to estimate fair value. The NAV is based on the value of the underlying assets owned by the fund less liabilities.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Plan believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

Defined Contribution Plan

The Company offers a Savings Plan to eligible employees. The Company formally matched 85% of participants' contributions up to 6% of base compensation. Beginning in March 2024, the Company's contribution changed to 100% of the first 3% and 80% of the next 3% of base compensation. Represented NJRHS employees, non-represented employees hired on or after October 1, 2009, and NJNG represented employees hired on or after January 1, 2012, are eligible for an employer special contribution of between 4.0% and 5.0% of base compensation, depending on years of service, into the Savings Plan on their behalf. The amount expensed and contributed for the matching provision of the Savings Plan was approximately \$7.2M in fiscal 2025, \$6.8M in fiscal 2024 and \$5.9M in fiscal 2023. The amount contributed for the employer special contribution of the Savings Plan was approximately \$4.2M in fiscal 2025, \$3.6M in fiscal 2024 and \$2.1M in fiscal 2023.

12. INCOME TAXES

The income tax provision from operations for the fiscal years ended September 30, consists of the following:

<i>(Thousands)</i>	2025	2024	2023
Current:			
Federal	\$ 17,157	\$ 691	\$ 13,393
State	(874)	(682)	7,716
Deferred:			
Federal	54,449	66,623	36,825
State	26,502	18,531	(8,381)
Investment/production tax credits	(278)	(257)	(278)
Income tax provision	\$ 96,956	\$ 84,906	\$ 49,275

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

As of September 30, the temporary differences, which give rise to deferred tax assets (liabilities), consist of the following:

<i>(Thousands)</i>	2025	2024
Deferred tax assets		
Investment tax credits ⁽¹⁾	\$ 150,182	\$ 192,238
State net operating losses	28,136	38,762
Deferred revenue	14,085	14,107
Fair value of derivatives	3,020	5,397
Impairment of equity method investment	14,004	14,004
Postemployment benefits	2,841	855
Incentive compensation	7,611	10,142
Amortization of intangibles	5,543	6,248
Overrecovered natural gas costs	2,975	9,072
Allowance for doubtful accounts	4,978	3,744
Other	7,919	7,226
Total deferred tax assets	241,294	301,795
Less: Valuation allowance	(5,454)	(5,621)
Total deferred tax assets net of valuation allowance	\$ 235,840	\$ 296,174
Deferred tax liabilities		
Property-related items	\$ (588,101)	\$ (563,403)
Remediation costs	(20,953)	(21,656)
Investments in equity investees	(30,044)	(28,704)
Conservation incentive program	(6,344)	(14,379)
Other	(7,989)	(6,065)
Total deferred tax liabilities	\$ (653,431)	\$ (634,207)
 Total net deferred tax liabilities	 \$ (417,591)	 \$ (338,033)

(1) Includes approximately \$0.5M and \$0.7M for NJNG for fiscal 2025 and 2024, respectively, which is being amortized over the life of the related assets.

A reconciliation of the U.S. federal statutory rate to the effective rate from operations for the fiscal years ended September 30, is as follows:

<i>(Thousands)</i>	2025	2024	2023
Statutory income tax expense	\$ 90,842	\$ 78,683	\$ 65,940
Change resulting from:			
Investment/production tax credits	(278)	(257)	(278)
Cost of removal of assets placed in service prior to 1981	(6,527)	(5,644)	(4,758)
AFUDC equity	(2,094)	(1,444)	(1,499)
State income taxes, net of federal benefit	20,078	14,517	13,293
Valuation allowance	(167)	(126)	(16,494)
Tax Act - utility excess deferred income taxes amortized	(3,573)	(3,573)	(3,573)
Other	(1,325)	2,750	(3,356)
Income tax provision	\$ 96,956	\$ 84,906	\$ 49,275
Effective income tax rate	22.4 %	22.7 %	15.7 %

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Company and one or more of its subsidiaries files or expects to file income and/or franchise tax returns in the U.S. federal jurisdiction and in the states of Connecticut, Delaware, Florida, Georgia, Indiana, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Mississippi, New Jersey, New York, North Carolina, Pennsylvania, Rhode Island, South Carolina, Texas, Virginia and West Virginia. The Company neither files in, nor believes it has a filing requirement in, any foreign jurisdictions.

The Company's U.S. federal income tax returns through fiscal 2021 have either been reviewed by the IRS, or the related statute of limitations has expired and all matters have been settled. U.S. federal income tax returns for periods subsequent to fiscal 2021 are open to examination by the IRS. For all periods subsequent to those ended September 30, 2021, the Company's state income tax returns are statutorily open to examination in all applicable states with the exception of Colorado and Texas.

In March 2024, the State of New Jersey commenced an examination of the Company's Corporate Business Tax return for NJR and certain subsidiaries for the fiscal periods ended September 30, 2019 through September 30, 2022. On January 8, 2025, this audit was completed by the State of New Jersey, and no other action is necessary.

NJR evaluates its tax positions to determine the appropriate accounting and recognition of potential future obligations associated with uncertain tax positions. A tax benefit claimed, or expected to be claimed, on a tax return may be recognized only if it is more likely than not that the tax position will be upheld upon examination by the applicable taxing authority and is measured based on the largest tax benefit that is more than 50% likely to be realized. Interest and penalties related to unrecognized tax benefits, if any, are recognized within income tax expense, and accrued interest and penalties are recognized within other noncurrent liabilities on the Consolidated Balance Sheets.

Inflation Reduction Act

In August 2022, the President of the U.S. signed the Inflation Reduction Act, which contained provisions addressing inflation, clean energy, healthcare and taxes beginning in 2023. The Inflation Reduction Act imposed a 15% minimum tax rate on corporations with higher than \$1B of annual income, along with a 1% excise tax on corporate stock repurchases. The Inflation Reduction Act raised the ITC from 26% to 30% through the end of 2032, with opportunities to increase the credit amount if certain domestic content requirements are satisfied or if the facility is located in an energy community, such as a brownfield site.

OBBA

On July 4, 2025, the President of the U.S. signed OBBBA into law, which includes a broad range of tax reform provisions, including extending and modifying certain key provisions of the federal Tax Cuts and Jobs Act of 2017, as enacted on December 22, 2017, and expanding certain incentives under the federal Inflation Reduction Act. OBBBA also modified tax legislation affecting clean energy tax credits and accelerated the phase-out of ITCs. The Company evaluated the provisions of OBBBA and concluded it did not have a material impact on its Consolidated Financial Statements.

Other Tax Items

As of September 30, 2025 and 2024, the Company has tax credit carryforwards of approximately \$149.7M and \$191.6M, respectively, which each have a life of 20 years. The Company expects to utilize this entire carryforward prior to expiration, which would begin in fiscal 2036.

The impairment of the equity method investment in PennEast created net capital loss attributes totaling approximately \$56.6M, which could only be utilized to offset capital gains income and carried back three years and forward five years prior to expiration. During the fourth quarter of fiscal 2023, the Company determined that the tax losses created by the impairment may qualify as an ordinary loss, rather than a capital loss. As of both September 30, 2025 and 2024, the Company had a valuation allowance of approximately \$5.1M.

As of September 30, 2023, it was determined that the realization of certain deferred tax assets was more likely than not, and thus the valuation allowance previously recorded, of approximately \$15.8M, was no longer required. Reversal of the valuation allowance resulted in a corresponding income tax benefit on the Consolidated Statement of Operations. As of September 30, 2025, the remaining valuation allowance of approximately \$0.4M related primarily to other state income tax attributes that the Company could not conclude were realizable on a more-likely-than-not basis.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

As of September 30, 2025, the Company evaluated certain tax benefits recorded in the Consolidated Financial Statements and concluded that a portion of the tax benefits are uncertain at this time. As a result, the Company recorded a reserve for uncertain tax benefits. The reserve for uncertain tax benefits is as follows:

<i>(Thousands)</i>	2025	2024
Balance at October 1,	\$ 4,993	\$ 4,978
Additions based on tax positions related to the current fiscal period	—	15
Balance at September 30,	\$ 4,993	\$ 4,993

As of September 30, 2025 and 2024, there are approximately \$5.0M of unrecognized tax benefits that if recognized would affect the annual effective tax rate. The tax benefits relate to fiscal tax years open to examination by the IRS and the state of Pennsylvania and may be subject to subsequent adjustment.

As of September 30, 2025 and 2024, the Company has state income tax net operating losses of approximately \$476.1M and \$634.7M, respectively. These state net operating losses have varying carry-forward periods dictated by the state in which they were incurred; these state carry-forward periods range from seven to 20 years, with the majority expiring after 2037. The Company expects to utilize this entire carryforward, other than as described below.

13. LEASES

Lessee Accounting

The Company determines if an arrangement is a lease at inception based on whether the Company has the right to control the use of an identified asset, the right to obtain substantially all of the economic benefits from the use of the asset and the right to direct the use of the asset. After the criteria are satisfied, the Company accounts for these arrangements as leases in accordance with ASC 842, *Leases*. Right-of-use assets represent the Company's right to use the underlying asset for the lease term, and lease liabilities represent the Company's obligation to make lease payments arising from the lease. Right-of-use assets and liabilities are recognized at the lease commencement date based on the present value of lease payments over the lease term, including payments at commencement that depend on an index or rate. Leases in which the Company is the lessee do not have a readily determinable implicit rate, so an incremental borrowing rate, based on the information available at the lease commencement date, is utilized to determine the present value of lease payments. When a secured borrowing rate is not readily available, unsecured borrowing rates are adjusted for the effects of collateral to determine the incremental borrowing rate. The Company uses the implicit rate for agreements in which it is a lessor. The Company has not entered into any material agreements in which it is a lessor. Lease expense and lease income are recognized on a straight-line basis over the lease term for operating leases.

The Company's lease agreements primarily consist of commercial solar land leases, storage and capacity leases, equipment and real property, including land and office facilities, office equipment and the sale leaseback of certain natural gas meters.

Certain leases contain escalation provisions for inflation metrics. The storage leases contain a variable payment component that relates to the change in the inflation metrics that are not known past the current payment period. The variable components of these lease payments are excluded from the lease payments that are used to determine the related right-of-use lease asset and liability. The variable portion of these leases are recognized as leasing expenses when they are incurred. The capacity lease payments are fully variable and based on the amount of natural gas stored in the storage caverns.

Generally, the Company's solar land lease terms are between 20 and 50 years and may include multiple options to extend the terms for an additional five to 20 years. The Company's office leases vary in duration, ranging from two to 11 years, and may or may not include extension or early purchase options. The Company's meter lease terms are between seven and 10 years with purchase options available prior to the end of the term. Equipment leases, including general office equipment, also vary in duration, with an average term of ten years. The Company's storage and capacity leases have assumed terms of 50 years to coincide with the expected useful lives of the cavern assets with which the leases are associated. The Company's lease terms may include options to extend, purchase the leased asset or terminate a lease, and they are included in the lease liability calculation when it is reasonably certain that those options will be exercised. The Company has elected an accounting policy, which applies to all asset classes, that exempts leases with an original term of one year or less from the recognition requirements of ASC 842, *Leases*.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Company has lease agreements with lease and non-lease components and has elected the practical expedient not to separate lease components from the associated non-lease components for certain classes of leases, such as office buildings, solar land leases and office equipment. The Company's lease agreements do not contain any material residual value guarantees, material restrictions or material covenants. In July 2021, NJNG entered into 16-year lease agreements, as Lessor, with various NJR subsidiaries, as Lessees, for office space at the Company's headquarters in Wall, New Jersey, the effects of which are eliminated in consolidation.

The following table presents the Company's lease costs included in the Consolidated Statements of Operations for the fiscal year ended September 30:

(Thousands)	Income Statement Location	2025	2024	2023
Operating lease cost ⁽¹⁾	Operation and maintenance	\$ 11,560	\$ 10,368	\$ 9,336
Finance lease cost				
Amortization of right-of-use assets	Depreciation and amortization	1,686	2,160	2,105
Interest on lease liabilities	Interest expense, net of capitalized interest	631	914	1,084
Total finance lease cost		\$ 2,317	\$ 3,074	\$ 3,189
Variable lease cost	Operation and maintenance	894	1,099	1,128
Total lease cost		\$ 14,771	\$ 14,541	\$ 13,653

(1) Net of capitalized costs.

The following table presents supplemental cash flow information related to leases for the fiscal year ended September 30:

(Thousands)	2025	2024	2023
Cash paid for amounts included in the measurement of lease liabilities			
Operating cash flows for operating leases	\$ 9,355	\$ 7,932	\$ 8,942
Operating cash flows for finance leases	\$ 631	\$ 914	\$ 1,084
Financing cash flows for finance leases	\$ 7,574	\$ 7,792	\$ 7,379

Operating lease assets obtained in exchange for new or modified operating lease liabilities totaled approximately \$6.4M and \$14.1M during fiscal 2025 and 2024, respectively. There were no finance lease assets obtained in exchange for new or modified finance lease liabilities during fiscal 2025 and 2024.

The following table presents the balance and classifications of the Company's right of use assets and lease liabilities included in the Consolidated Balance Sheets for the fiscal year ended September 30:

(Thousands)	Balance Sheet Location	2025	2024
Assets			
Noncurrent			
Operating lease assets	Operating lease assets	\$ 185,596	\$ 184,485
Finance lease assets	Utility plant	24,402	26,088
Total lease assets		\$ 209,998	\$ 210,573
Liabilities			
Current			
Operating lease liabilities	Operating lease liabilities	\$ 4,388	\$ 4,945
Finance lease liabilities	Current maturities of long-term debt	5,568	7,534
Noncurrent			
Operating lease liabilities	Operating lease liabilities	159,131	159,303
Finance lease liabilities	Long-term debt	10,366	16,026
Total lease liabilities		\$ 179,453	\$ 187,808

For operating lease assets and liabilities, the weighted average remaining lease term was 28.4 years and 28.6 years and the weighted average discount rate used in the valuation over the remaining lease term was 4.0% and 3.8% as of September 30, 2025 and 2024, respectively.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

For finance lease assets and liabilities, the weighted average remaining lease term was 2.4 years and 3.0 years and the weighted average discount rate used in the valuation over the remaining lease term was 3.4% and 3.4% as of September 30, 2025 and 2024, respectively.

The following table presents the Company's maturities of lease liabilities as of September 30, 2025:

<i>(Thousands)</i>	Operating	Finance
2026	\$ 8,961	\$ 6,003
2027	9,120	4,402
2028	9,212	4,736
2029	9,279	1,676
2030	9,333	—
Thereafter	237,169	—
Total future payments	283,074	16,817
Less: interest	(119,555)	(883)
Total liability	\$ 163,519	\$ 15,934

14. COMMITMENTS AND CONTINGENT LIABILITIES

Cash Commitments

NJNG has entered into long-term contracts, expiring at various dates through July 2039, for the supply, transportation and storage of natural gas. These contracts include annual fixed charges of approximately \$254.2M at current contract rates and volumes, which are recoverable through BGSS.

For the purpose of securing storage and pipeline capacity, ES enters into storage and pipeline capacity contracts, which require the payment of certain demand charges by ES to maintain the ability to access such natural gas storage or pipeline capacity, during a fixed time period, which generally ranges from one to 10 years. Demand charges are established by interstate storage and pipeline operators and are regulated by FERC. These demand charges represent commitments to pay storage providers or pipeline companies for the right to store and/or transport natural gas utilizing their respective assets.

Commitments as of September 30, 2025, for natural gas purchases and future demand fees for the next five fiscal year periods, are as follows:

<i>(Thousands)</i>	2026	2027	2028	2029	2030	Thereafter
ES:						
Natural gas purchases	\$ 74,760	\$ 3,929	\$ —	\$ —	\$ —	\$ —
Storage demand fees	14,275	9,152	6,382	4,375	4,375	5,788
Pipeline demand fees	16,246	49,507	27,548	11,953	10,487	38,247
Sub-total ES	\$ 105,281	\$ 62,588	\$ 33,930	\$ 16,328	\$ 14,862	\$ 44,035
NJNG:						
Natural gas purchases	\$ 10,115	\$ —	\$ —	\$ —	\$ —	\$ —
Storage demand fees	43,342	35,497	16,288	5,982	2,457	—
Pipeline demand fees	210,841	183,916	128,556	115,553	112,520	746,474
Sub-total NJNG	\$ 264,298	\$ 219,413	\$ 144,844	\$ 121,535	\$ 114,977	\$ 746,474
Total	\$ 369,579	\$ 282,001	\$ 178,774	\$ 137,863	\$ 129,839	\$ 790,509

Certain pipeline demand fees totaling approximately \$4.0M per year, for which ES is the responsible party, are being paid for by the counterparty to a capacity release transaction, which began in November 2021, for a period of 10 years.

As of September 30, 2025, the Company's future minimum lease payments under various operating leases will not be more than \$9.3M annually for the next five years and \$237.2M in the aggregate for all years thereafter.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

Guarantees

As of September 30, 2025, there were NJR guarantees covering approximately \$138.8M of ES's natural gas purchases and demand fee commitments not yet reflected in accounts payable on the Consolidated Balance Sheets.

Legal Proceedings

Manufactured Gas Plant Remediation

NJNG is responsible for the remedial cleanup of certain former MGP sites, dating back to gas operations in the late 1800s and early 1900s, which contain contaminated residues from former gas manufacturing operations. NJNG is currently involved in administrative proceedings with the NJDEP, and is participating in various studies and investigations by outside consultants, to determine the nature and extent of any such contaminated residues and to develop appropriate programs of remedial action, where warranted, under NJDEP regulations.

NJNG periodically, and at least annually, performs an environmental review of former MGP sites located in Atlantic Highlands, Berkeley, Long Branch, Manchester, Toms River, Freehold and Aberdeen, New Jersey, including a review of potential liability for investigation and remedial action. NJNG estimated at the time of the most recent review that total future expenditures at the former MGP sites for which it is responsible, including potential liabilities for natural resource damages that might be brought by the NJDEP for alleged injury to groundwater or other natural resources concerning these sites, will range from approximately \$144.3M to \$200.2M. NJNG's estimate of these liabilities is based upon known facts, existing technology and enacted laws and regulations in place when the review was completed. Where it is probable that costs will be incurred, and the information is sufficient to establish a range of possible liability, NJNG accrues the most likely amount in the range. If no point within the range is more likely than the other, it is NJNG's policy to accrue the lower end of the range. Accordingly, as of September 30, 2025, NJNG recorded a MGP remediation liability and a corresponding regulatory asset of approximately \$167.0M on the Consolidated Balance Sheets based on the most likely amount. The actual costs to be incurred by NJNG are dependent upon several factors, including final determination of remedial action, changing technologies and governmental regulations, the ultimate ability of other responsible parties to pay and insurance recoveries, if any.

NJNG recovers its remediation expenditures, including carrying costs, over rolling seven-year periods pursuant to a RAC approved by the BPU. As of September 30, 2025, approximately \$75.0M of previously incurred remediation costs, net of recoveries from customers and insurance proceeds, are included in regulatory assets on the Consolidated Balance Sheets. NJNG will continue to seek recovery of MGP-related costs through the RAC. If any future regulatory position indicates that the recovery of such costs is not probable, the related non-recoverable costs would be charged to income in the period of such determination.

General

The Company is involved, and from time to time in the future may be involved, in a number of pending and threatened judicial, regulatory and arbitration proceedings relating to matters that arise in the ordinary course of business. In view of the inherent difficulty of predicting the outcome of litigation matters, particularly when such matters are in their early stages or where the claimants seek indeterminate damages, the Company cannot state with confidence what the eventual outcome of the pending litigation will be, what the timing of the ultimate resolution of these matters will be, or what the eventual loss, fines or penalties related to each pending matter will be, if any. In accordance with applicable accounting guidance, the Company establishes accruals for litigation for those matters that present loss contingencies as to which it is both probable that a loss will be incurred and the amount of such loss can be reasonably estimated. The Company also discloses contingent matters for which there is a reasonable possibility of a loss. Based upon currently available information, the Company believes that the results of litigation that are currently pending, taken together, will not have a materially adverse effect on the Company's financial condition, results of operations or cash flows. The actual results of resolving the pending litigation matters may be substantially different than the amounts accrued.

The foregoing statements about the Company's litigation are based upon the Company's judgments, assumptions and estimates and are necessarily subjective and uncertain. The Company has a number of threatened and pending litigation matters at various stages.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

15. REPORTABLE SEGMENT DATA

The Company has four reportable segments which are determined based upon a combination of factors, including the nature of business activities, product and service offerings and the regulatory environment in which the businesses operate. NJNG consists of regulated utility operations that provide energy and off-system, capacity and storage management operations primarily to residential and commercial customers; CEV consists of capital investments in clean energy projects, primarily in commercial solar installations; ES consists of unregulated wholesale and retail energy operations and asset management services; S&T consists of the Company's investments in natural gas transportation and storage facilities.

The accounting policies of the Company as described in *Note 2. Summary of Significant Accounting Policies* are the same as those of the reportable segments. Intercompany transactions are eliminated in consolidation.

The CODM, the CEO of the Company, uses net income, NFE, as well as various other financial and operational metrics as measures of profitability. Net income is the measure of segment profit or loss that most closely aligns with GAAP. Performance is evaluated based upon profitability and budget and/or forecast-to-actual variances when making decisions about the allocation of resources and capital to segment operations.

Information related to the Company's various reportable segments, as of September 30, is detailed below:

<i>(Thousands)</i>	NJNG	CEV	ES	S&T	Total
2025					
Operating revenues attributable to reportable segments	\$ 1,301,496	\$ 112,501	\$ 453,457	\$ 106,372	\$ 1,973,826
Intercompany revenues	1,121	—	—	41	1,162
<i>Reconciliation to consolidated revenue</i>					
Corporate and other ⁽¹⁾					61,424
Total operating revenues					\$ 2,036,412
 Natural gas purchases					
Operation and maintenance	528,992	—	372,431	1,006	902,429
Regulatory rider expenses	230,876	56,167	16,089	46,930	350,062
Depreciation and amortization	87,199	—	—	—	87,199
Gain on sale of assets	140,368	24,105	187	23,010	187,670
Interest income ⁽²⁾	(56,187)	—	—	—	(56,187)
Other segment income (expense), net ⁽³⁾	2,552	685	157	9,147	12,541
Interest expense, net of capitalized interest	25,236	16,971	1,365	(731)	42,841
Income tax provision	69,893	26,702	13,097	23,170	132,862
Equity in earnings of affiliates	59,536	18,214	12,297	5,985	96,032
Net income attributable to reportable segments	\$ 213,541	\$ 61,156	\$ 40,878	\$ 18,541	\$ 334,116
<i>Reconciliation to consolidated net income</i>					
Corporate and other ⁽¹⁾					1,511
Total net income					\$ 335,627

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

<i>(Thousands)</i>	NJNG	CEV	ES	S&T	Total
2024					
Operating revenues attributable to reportable segments	\$ 1,018,482	\$ 130,563	\$ 490,266	\$ 94,851	\$ 1,734,162
Intercompany revenues	1,350	—	(4,875)	1,358	(2,167)
<i>Reconciliation to consolidated revenue</i>					
Corporate and other ⁽¹⁾					\$ 64,544
Total operating revenues					\$ 1,796,539
Natural gas purchases	414,635	—	305,938	1,028	721,601
Operation and maintenance	225,260	44,042	24,969	43,083	337,354
Regulatory rider expenses	60,327	—	—	—	60,327
Depreciation and amortization	112,492	27,869	205	24,900	165,466
Interest income ⁽²⁾	2,448	—	452	10,172	13,072
Other segment income (expense), net ⁽³⁾	17,915	14,961	578	35	33,489
Interest expense, net of capitalized interest	62,288	28,545	15,233	23,441	129,507
Income tax provision	31,793	11,406	33,331	4,551	81,081
Equity in earnings of affiliates	—	—	—	2,816	2,816
Net income attributable to reportable segments	\$ 133,400	33,662	106,745	12,229	\$ 286,036
<i>Reconciliation to consolidated net income</i>					
Corporate and other ⁽¹⁾					3,739
Total net income					\$ 289,775
2023					
Operating revenues attributable to reportable segments	\$ 1,011,284	\$ 124,131	\$ 681,446	\$ 88,700	\$ 1,905,561
Intercompany revenues	1,349	—	10,170	4,159	15,678
<i>Reconciliation to consolidated revenue</i>					
Corporate and other ⁽¹⁾					\$ 41,755
Total operating revenues					\$ 1,962,994
Natural gas purchases	425,457	—	558,932	1,601	985,990
Operation and maintenance	226,780	40,089	19,351	34,648	320,868
Regulatory rider expenses	50,542	—	—	—	50,542
Depreciation and amortization	102,326	25,320	221	24,185	152,052
Interest income ⁽²⁾	1,713	—	1,119	6,957	9,789
Other segment income (expense), net ⁽³⁾	11,833	6,622	360	(107)	18,708
Interest expense, net of capitalized interest	56,595	28,569	11,400	25,803	122,367
Income tax provision (benefit)	33,065	(7,683)	24,343	3,444	53,169
Equity in earnings of affiliates	—	—	—	3,126	3,126
Net income attributable to reportable segments	\$ 131,414	44,458	78,848	13,154	267,874
<i>Reconciliation to consolidated net income</i>					
Corporate and other ⁽¹⁾					\$ (3,150)
Total net income					\$ 264,724

(1) Corporate and other includes HSO and intercompany eliminations.

(2) Interest income is included in other income, net on the Consolidated Statements of Operations.

(3) Includes other income, net less interest income on the Consolidated Statements of Operations.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

The Company's capital expenditures and assets for the various reportable segments, as of September 30, are detailed below:

(Thousands)	NJNG	CEV	ES	S&T	Total
2025					
Capital expenditures	\$ 437,635	238,185	—	27,763	\$ 703,583
Segment assets	\$ 5,198,116	1,308,969	98,429	1,033,439	\$ 7,638,953
Corporate and other					\$ (60,178)
Total assets					\$ 7,578,775
2024					
Capital expenditures	\$ 419,453	104,287	—	45,338	\$ 569,078
Segment assets	\$ 4,789,835	1,157,573	108,710	1,025,457	\$ 7,081,575
Corporate and other					\$ (99,930)
Total assets					\$ 6,981,645

(1) Corporate and other includes HSO and intercompany eliminations.

16. RELATED PARTY TRANSACTIONS

In April 2020, NJNG entered into a five-year agreement for 3 Bcf of firm storage capacity with Steckman Ridge, which expired on March 31, 2025. In March 2025, NJNG entered into a new two-year agreement for 3 Bcf of firm storage capacity with Steckman Ridge, which expires on March 31, 2027. Under the terms of the new agreement, NJNG incurs demand fees, at market rates, of approximately \$6.5M annually, a portion of which is eliminated in consolidation. These fees are recoverable through NJNG's BGSS mechanism and are included as a component of regulatory assets.

ES may periodically enter into storage or park and loan agreements with Steckman Ridge. As of September 30, 2025, ES entered into transactions with Steckman Ridge for varying terms, all of which expire by March 31, 2027.

Demand fees, net of eliminations, associated with Steckman Ridge during the fiscal years ended September 30, were as follows:

(Thousands)	2025	2024	2023
NJNG	\$ 5,184	\$ 6,319	\$ 6,549
ES	768	828	657
Total	\$ 5,952	\$ 7,147	\$ 7,206

The following table summarizes demand fees payable to Steckman Ridge as of September 30:

(Thousands)	2025	2024
NJNG	\$ 540	\$ 775
ES	101	100
Total	\$ 641	\$ 875

NJNG and ES enter into various AMAs, the effects of which are eliminated in consolidation. Under the terms of these AMAs, NJNG releases certain transportation and storage contracts to ES. NJNG and ES had one AMA, which expired on March 31, 2024, and was not renewed.

NJNG entered into two transportation agreements with Adelphia, each for committed capacity of 130,000 Dths per day. The first is for five years in Zone South with an expiration date of August 8, 2027, and the second is for 15 years in Zone North, which began in November 2023, with an expiration date of October 31, 2038.

New Jersey Resources Corporation
Part II

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA (Continued)

ES had a five-year agreement for 3 Bcf of firm storage capacity with Leaf River, the effects of which were eliminated in consolidation. The agreement expired on March 31, 2024, and was not renewed.

NJNG and CEV entered into a 15-year sublease and PPA related to an onsite solar array and the related energy output at the Company's headquarters in Wall, New Jersey, with an expiration date of March 1, 2036, the effects of which are immaterial to the Consolidated Financial Statements.

NJNG entered into 16-year lease agreements, as Lessor, with various NJR subsidiaries, as Lessees, for office space at the Company's headquarters in Wall, New Jersey, each with an expiration date of July 1, 2037, the effects of which are eliminated in consolidation.

NJNG and CEV entered into a 20-year sublease and PPA related to an onsite solar array and the related energy output at the Company's LNG plant in Howell, New Jersey, with an expiration date of June 1, 2042, the effects of which are immaterial to the Consolidated Financial Statements.

On January 3, 2025, Adelphia and ES entered into a transportation agreement for committed capacity of 10,000 Dths per day, which expired on February 28, 2025, and was not renewed.

The intercompany profits for certain transactions between NJNG and ES and NJNG and Adelphia are not eliminated in accordance with ASC 980, *Regulated Operations*.

17. DISPOSITIONS

On November 25, 2024, CEV completed the sale of its residential solar portfolio to a third party, which primarily included residential solar energy projects and host customer contracts, for a purchase price of \$132.5M. The transaction also included a post-closing working capital adjustment and was subject to a transition services agreement.

CEV had certain residential solar energy projects under contract and in various stages of development that were transferred to the buyer once the assets became operational. The transfer of these projects commenced in January 2025 and continued throughout fiscal 2025. As of September 30, 2025, CEV received approximately \$4.7M related to the transfer of these assets.

During fiscal 2025, the Company recognized a pre-tax gain on sale of assets of approximately \$58.2M on the Consolidated Statements of Operations.

Also, in connection with the sale, CEV entered into an agreement with the buyer to leaseback certain residential solar energy projects that have not yet passed the fifth anniversary of their placed-in-service dates. The assets are subject to leaseback until the fifth anniversary of the applicable placed-in-service date of the project. The impact of these transactions is considered immaterial to the Company's Consolidated Financial Statements.

New Jersey Resources Corporation
Part II

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None

ITEM 9A. CONTROLS AND PROCEDURES

Disclosure Controls and Procedures

Under the supervision and with the participation of the Company's management, including the principal executive officer and principal financial officer, the Company conducted an evaluation of the effectiveness of the design and operation of its disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Exchange Act), as of the end of the period covered by this report. Based on this evaluation, the Company's principal executive officer and principal financial officer concluded that, as of end of the period covered by this report, the Company's disclosure controls and procedures are effective to ensure that information required to be disclosed by the Company in the reports that it files or submits under the Exchange Act is recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms, and that such information is accumulated and communicated to the Company's management, including its principal executive officer and principal financial officer, as appropriate, to allow timely decisions regarding required disclosure.

Management's Annual Report on Internal Control over Financial Reporting

The report of management required under this *Item 9A* is contained in *Item 8* of this Form 10-K under the caption *Management's Report on Internal Control over Financial Reporting*.

Attestation Report of Registered Public Accounting Firm

The attestation report required under this *Item 9A* is contained in *Item 8* of this Form 10-K under the caption *Report of Independent Registered Public Accounting Firm*.

Changes in Internal Control over Financial Reporting

We periodically review our internal controls over financial reporting as part of our efforts to ensure compliance with the requirements of Section 404 of the Sarbanes-Oxley Act of 2002. In addition, we routinely review our system of internal controls over financial reporting to identify potential changes to our processes and systems that may improve controls and increase efficiency, while ensuring that we maintain an effective internal controls environment. There were no changes in our internal controls over financial reporting that occurred during the quarter ended September 30, 2025, that have materially affected, or are reasonably likely to materially affect, our internal controls over financial reporting.

ITEM 9B. OTHER INFORMATION

During the three months ended September 30, 2025, no director or officer (as defined by Rule 16a-1(f) of the Exchange Act) of the Company adopted or terminated a "Rule 10b5-1 trading arrangement" or "non-Rule 10b5-1 trading arrangement," as each term is defined in Item 408(a) of Regulation S-K.

New Jersey Resources Corporation
Part III

ITEM 10. DIRECTORS AND EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

Information required by this item, including information concerning the Board of Directors of the Company, the members of the Company's Audit Committee, the Company's Audit Committee Financial Expert, compliance with Section 16(a) of the Exchange Act and shareowner proposals, is incorporated by reference to the Company's Proxy Statement for the 2026 Annual Meeting of Shareowners, which will be filed with the SEC pursuant to Regulation 14A within 120 days after September 30, 2025. The information regarding executive officers is included in this report as *Item 1* under the caption *Information About our Executive Officers* and incorporated herein by reference.

The Board of Directors has adopted the Code of Conduct, a code for all directors, officers and employees, as required by the New York Stock Exchange rules and governing the CEO and senior financial officers, in compliance with Sarbanes-Oxley and SEC regulations. Copies of the Code of Conduct are available on the Company's website at <http://investor.njresources.com> under the caption *Corporate Governance*. A printed copy of the Code of Conduct is available free of charge to any shareowner who requests it by contacting the Corporate Secretary at 1415 Wyckoff Road, Wall, New Jersey 07719. The Company will disclose any amendments to, or waivers from, a provision of the Code of Conduct that applies to the principal executive officer, principal financial officer, principal accounting officer or controller, or persons performing similar functions that relate to any element of the Code of Conduct as defined in Item 406 of Regulation S-K by posting such information on the Company's website.

ITEM 11. EXECUTIVE COMPENSATION

Information required by this Item is incorporated by reference from the Company's Proxy Statement.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

Information required by this Item is incorporated by reference from the Company's Proxy Statement.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS AND DIRECTOR INDEPENDENCE

Information required by this Item is incorporated by reference from the Company's Proxy Statement.

ITEM 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES

Information required by this Item is incorporated by reference from the Company's Proxy Statement.

New Jersey Resources Corporation
Part IV

ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

(a) 1. Financial Statements.

All Financial Statements of the Registrant are filed as part of this report and included in *Item 8* of *Part II* of this Form 10-K.

(a) 2. Financial Statement Schedules-See *Index to Financial Statement Schedules* in *Item 8*.

(a) 3. Exhibits-See *Exhibit Index* on page 123.

New Jersey Resources Corporation
Part IV

INDEX TO FINANCIAL STATEMENT SCHEDULES

	<u>Page</u>
Schedule II - Valuation and qualifying accounts and reserves for each of the three years in the period ended September 30, 2025	122

Schedules other than those listed above are omitted because they are either not required or are not applicable, or the required information is shown in the financial statements or notes thereto.

New Jersey Resources Corporation
Part IV

SCHEDULE II

VALUATION AND QUALIFYING ACCOUNTS
YEARS ENDED SEPTEMBER 30, 2025, 2024 and 2023

<i>(Thousands)</i>	CLASSIFICATION	BEGINNING BALANCE	ADDITIONS/ (DEDUCTIONS), NET TO EXPENSE	OTHER	ENDING BALANCE
2025					
	Valuation allowance for deferred tax assets	\$ 5,621	(167)	—	\$ 5,454
	Allowance for doubtful accounts	\$ 8,506	10,030	(7,165) ⁽²⁾	\$ 11,371
2024					
	Valuation allowance for deferred tax assets	\$ 5,747	(126)	—	\$ 5,621
	Allowance for doubtful accounts	\$ 11,036	1,229	(3,759) ⁽²⁾	\$ 8,506
2023					
	Valuation allowance for deferred tax assets	\$ 22,241	(16,494) ⁽¹⁾	—	\$ 5,747
	Allowance for doubtful accounts	\$ 19,379	1,570	(9,913) ⁽²⁾	\$ 11,036

⁽¹⁾ Includes valuation allowance release. See Note 12, *Income Taxes* for more details.

⁽²⁾ Uncollectible accounts written off, less recoveries and adjustments.

New Jersey Resources Corporation
Part IV

EXHIBIT INDEX

Exhibit Number	Exhibit Description
3.1	Restated Certificate of Incorporation of New Jersey Resources Corporation, as amended through March 3, 2015 (incorporated by reference to Exhibit 3.1 to the Current Report on Form 8-K, as filed on January 23, 2014, and Exhibit 3.1 to the Current Report on Form 8-K, as filed on March 3, 2015)
3.2	Bylaws of New Jersey Resources Corporation, as amended and restated on July 11, 2024 (incorporated by reference to Exhibit 3.1 to the Current Report on Form 8-K, as filed on July 15, 2024)
4.1	Description of Common Stock (incorporated by reference to Exhibit 4.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2019, as filed on November 22, 2019)
4.2	Specimen Common Stock Certificate (incorporated by reference to Exhibit 4.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2013, as filed on November 25, 2013)
4.3	Amended and Restated Indenture of Mortgage, Deed of Trust and Security Agreement, dated as of September 1, 2014, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 99.3 to the Current Report on Form 8-K, as filed on September 30, 2014)
4.3(a)	36th Supplemental Indenture dated as of September 1, 2014, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 99.2 to the Current Report on Form 8-K, as filed on September 30, 2014)
4.3(b)	First Supplemental Indenture dated as of April 1, 2015 between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Quarterly Report on Form 10-Q, as filed on May 7, 2015)
4.3(c)	Second Supplemental Indenture dated as of June 1, 2016, between New Jersey Natural Gas Company and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.2 to Form 8-K as filed on June 22, 2016)
4.3(d)	Third Supplemental Indenture, dated as of May 1, 2018, by and between New Jersey Natural Gas Company and U.S. Bank National Association (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on May 11, 2018)
4.3(e)	Fourth Supplemental Indenture, dated as of April 1, 2019, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.4 to the Quarterly Report on Form 10-Q, as filed on May 3, 2019)
4.3(f)	Fifth Supplemental Indenture, dated as of July 1, 2019, by and between New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.3 to the Current Report on Form 8-K, as filed on July 17, 2019)
4.3(g)	Sixth Supplemental Indenture, dated as of August 1, 2019, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.3(g) to the Annual Report on Form 10-K for the fiscal year ended September 30, 2019, as filed on November 22, 2019)
4.3(h)	Seventh Supplemental Indenture, dated as of June 1, 2020, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on July 2, 2020)
4.3(i)	Eighth Supplemental Indenture, dated as of July 1, 2020, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on July 23, 2020)
4.3(j)	Ninth Supplemental Indenture, dated as of August 1, 2020, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.3 to the Current Report on Form 8-K, as filed on September 2, 2020)
4.3(k)	Tenth Supplemental Indenture, dated as of October 1, 2021, by and between New Jersey Natural Gas Company and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.3(l)	Eleventh Supplemental Indenture, dated as of May 1, 2022, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on June 1, 2022)
4.3(m)	Twelfth Supplemental Indenture, dated as of October 1, 2022, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.3 to the Current Report on Form 8-K, as filed on October 28, 2022)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
4.3(n)	Thirteenth Supplemental Indenture, dated as of September 1, 2023, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on October 2, 2023)
4.3(o)	Fourteenth Supplemental Indenture, dated as of October 1, 2023, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on October 31, 2023)
4.3(p)	Fifteenth Supplemental Indenture, dated as of June 1, 2024, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on July 1, 2024)
4.3(q)	Sixteenth Supplemental Indenture, dated as of September 1, 2024, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on October 2, 2024)
4.3(r)	Seventeenth Supplemental Indenture, dated as of August 1, 2025, by and between New Jersey Natural Gas Company and U.S. Bank Trust Company, National Association, as Trustee (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on August 21, 2025)
4.4	\$75,000,000 Shelf Note Purchase Agreement, dated as of June 30, 2011, between New Jersey Resources Corporation and Prudential Investment Management, Inc. (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K as filed on July 6, 2011)
4.4(a)	First Amendment to Shelf Note Purchase Agreement dated as of June 30, 2011, dated as of July 25, 2014, between New Jersey Resources Corporation, Prudential Investment Management, Inc., each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K as filed on November 12, 2014)
4.4(b)	Second Amendment to Shelf Note Purchase Agreement dated as of June 30, 2011, dated as of September 28, 2015, between New Jersey Resources Corporation and Prudential Investment Management, Inc., each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K as filed on October 2, 2015)
4.4(c)	Third Amendment to the Shelf Note Purchase Agreement dated as of June 30, 2011, dated as of November 1, 2021 among New Jersey Resources Corporation, PGIM, Inc. (formerly Prudential Investment Management, Inc.), each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.3 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.4(d)	Fourth Amendment to the Shelf Note Purchase Agreement dated as of June 30, 2011, dated as of September 16, 2022, among New Jersey Resources Corporation, PGIM, Inc. (formerly Prudential Investment Management, Inc.), each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K as filed on September 20, 2022)
4.5	\$125,000,000 Note Purchase Agreement, dated as of February 7, 2014, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.5 to the Quarterly Report on Form 10-Q, as filed on May 7, 2014)
4.6	Loan Agreement dated as of August 1, 2011, between New Jersey Economic Development Authority and New Jersey Natural Gas Company (incorporated by reference to Exhibit 4.10 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2011, as filed on November 23, 2011)
4.7	First Amendment to the Loan Agreement, dated as of August 1, 2019, between NJNG and New Jersey Economic Development Authority (incorporated by reference to Exhibit 4.7 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2019, as filed on November 22, 2019)
4.8	First Supplemental Indenture, dated as of August 1, 2019, between NJNG and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.8 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2019, as filed on November 22, 2019)
4.9	\$50,000,000 Note Purchase Agreement, dated as of February 8, 2013, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.12 to the Quarterly Report on Form 10-Q, as filed on May 3, 2013)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
4.10	\$150,000,000 Note Purchase Agreement, dated as of February 12, 2015, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on February 17, 2015)
4.11	Note Purchase Agreement, dated as of March 22, 2016, among New Jersey Resources Corporation and each of the Purchasers listed in Schedule A thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on March 25, 2016)
4.12	\$125,000,000 Note Purchase Agreement, dated as of June 21, 2016, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on June 22, 2016)
4.13	\$125,000,000 Note Purchase Agreement, dated as of May 11, 2018, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on May 11, 2018)
4.14	\$100,000,000 Note Purchase Agreement, dated as of June 8, 2018, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on June 8, 2018)
4.15	Amended and Restated Indenture, dated as of April 1, 2019, between NJNG and New Jersey Economic Development Authority and U.S. Bank National Association, as Trustee (incorporated by reference to Exhibit 4.1 to the Quarterly Report on Form 10-Q, as filed on May 3, 2019)
4.16	Second Amendment to the Loan Agreement, dated as of April 1, 2019, between NJNG and New Jersey Economic Development Authority (incorporated by reference to Exhibit 4.2 to the Quarterly Report on Form 10-Q, as filed on May 3, 2019)
4.17	Amended and Restated Continuing Disclosure Undertaking, dated as of April 18, 2019, by New Jersey Natural Gas Company (incorporated by reference to Exhibit 4.3 to the Quarterly Report on Form 10-Q, as filed on May 3, 2019)
4.18	\$150,000,000 Note Purchase Agreement, dated as of July 17, 2019, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on July 17, 2019)
4.19	\$185,000,000 Note Purchase Agreement, dated as of July 17, 2019, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on July 17, 2019)
4.20	Amended and Restated Continuing Disclosure Undertaking, dated as of August 22, 2019, by New Jersey Natural Gas Company (incorporated by reference to Exhibit 4.20 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2019, as filed on November 22, 2019)
4.21	\$260,000,000 Note Purchase Agreement, dated as of May 14, 2020, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on May 18, 2020)
4.22	\$125,000,000 Note Purchase Agreement, dated as of May 14, 2020, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on May 18, 2020)
4.23	\$200,000,000 Note Purchase Agreement, dated as of September 1, 2020, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on September 2, 2020)
4.24	\$75,000,000 Note Purchase Agreement, dated as of September 1, 2020, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on September 2, 2020)
4.25	\$100,000,000 Note Purchase Agreement, dated as of October 28, 2021, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.26	First Amendment to the Note Purchase Agreement dated as of March 22, 2016, dated as of November 1, 2021 among New Jersey Resources Corporation, each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.4 to the Current Report on Form 8-K, as filed on November 3, 2021)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
4.27	First Amendment to the Note Purchase Agreement dated as of June 8, 2018, dated as of November 1, 2021 among New Jersey Resources Corporation, each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.5 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.28	First Amendment to the Note Purchase Agreement dated as of July 17, 2019, dated as of November 1, 2021 among New Jersey Resources Corporation, each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.6 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.29	First Amendment to the Note Purchase Agreement dated as of May 14, 2020, dated as of November 1, 2021 among New Jersey Resources Corporation, each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.7 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.30	First Amendment to the Note Purchase Agreement dated as of September 1, 2020, dated as of November 1, 2021 among New Jersey Resources Corporation, each Guarantor signatory thereto, and each Noteholder party thereto (incorporated by reference to Exhibit 4.8 to the Current Report on Form 8-K, as filed on November 3, 2021)
4.31	\$100,000,000 Note Purchase Agreement, dated as of May 27, 2022, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on June 1, 2022)
4.32	\$110,000,000 Note Purchase Agreement, dated as of June 23, 2022, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on June 27, 2022)
4.33	\$125,000,000 Note Purchase Agreement, dated as of October 24, 2022, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on October 28, 2022)
4.34	\$50,000,000 Note Purchase Agreement, dated as of October 24, 2022, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.2 to the Current Report on Form 8-K, as filed on October 28, 2022)
4.35	\$100,000,000 Note Purchase Agreement, dated as of September 28, 2023, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on October 2, 2023)
4.36	\$200,000,000 Note Purchase Agreement, dated June 26, 2024, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on July 1, 2024)
4.37	\$100,000,000 Note Purchase Agreement, dated November 7, 2024, by and among New Jersey Resources Corporation and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on November 12, 2024)
4.38	\$200,000 Note Purchase Agreement, dated August 21, 2025, by and among New Jersey Natural Gas Company and the Purchasers party thereto (incorporated by reference to Exhibit 4.1 to the Current Report on Form 8-K, as filed on August 21, 2025)
10.1*	Form of Amended and Restated Supplemental Executive Retirement Plan Agreement between the Company and Named Executive Officer (incorporated by reference to Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020)
10.1(a)*	Schedule of Supplemental Executive Retirement Plan Agreements for named executive officers (incorporated by reference to Exhibit 10.1(a) to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020)
10.2	Service Agreement for Rate Schedule SS-1 by and between NJNG and Texas Eastern Transmission Company, dated as of June 21, 1995 (incorporated by reference to Exhibit 10-5B to the Annual Report on Form 10-K for the fiscal year ended September 30, 1996, as filed on December 30, 1996)
10.3+*	Summary of 2025 Non-Employee Director Compensation Plan
10.4*	The Company's 2017 Stock Award and Incentive Plan (incorporated by reference to Appendix A to the Proxy Statement for the 2017 Annual Meeting as filed on December 15, 2016)
10.5*	New Jersey Resources Savings Equalization Plan (as amended and restated as of November 16, 2020) (incorporated by reference to Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
10.6*	New Jersey Resources Pension Equalization Plan (as amended and restated as of November 16, 2020) (incorporated by reference to <u>Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020</u>)
10.7*	New Jersey Resources Corporation Officers' Deferred Compensation Plan (as amended and restated on November 16, 2020) (incorporated by reference to <u>Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020</u>)
10.8*	Amended and Restated New Jersey Resources Corporation Directors' Deferred Compensation Plan (amended and restated as of November 16, 2020) (incorporated by reference to <u>Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020</u>)
10.9*	Form of Amended and Restated Employment Continuation Agreement between New Jersey Resources Corporation and named executive officer (incorporated by reference to <u>Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 18, 2019</u>)
10.9(a)*	Schedule of Employee Continuation Agreements (incorporated by reference to <u>Exhibit 10.1 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2020, as filed on November 30, 2020</u>)
10.9(b)*	Form of Amended and Restated Employment Continuation Agreement for officers of NJR Energy Services Company dated as of November 12, 2019 (incorporated by reference to <u>Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 18, 2019</u>)
10.10*	Limited Liability Company Agreement of Steckman Ridge GP, LLC, dated as of March 2, 2007 (incorporated by reference to <u>Exhibit 10.1 to the Quarterly Report on Form 10-Q, as filed on May 3, 2007</u>)
10.11*	Limited Partnership Agreement of Steckman Ridge, LP dated as of March 2, 2007 (incorporated by reference to <u>Exhibit 10.2 to the Quarterly Report on Form 10-Q, as filed on May 3, 2007</u>)
10.12*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2022 (incorporated by reference to <u>Exhibit 10.3 to the Current Report on Form 8-K, as filed on November 15, 2021</u>)
10.13*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - Total Shareholder Return Fiscal Year 2022 (incorporated by reference to <u>Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 15, 2021</u>)
10.14*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - NFE Fiscal Year 2022 (incorporated by reference to <u>Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 15, 2021</u>)
10.15*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance-Based Restricted Stock Unit Agreement Fiscal Year 2022 (incorporated by reference to <u>Exhibit 10.4 to the Current Report on Form 8-K, as filed on November 15, 2021</u>)
10.16*	Incentive Award Agreement, by and between New Jersey Resources Corporation and Timothy F. Shea, dated as of January 26, 2022 (incorporated by reference to <u>Exhibit 10.1 to the Quarterly Report on Form 10-Q, as filed on May 5, 2022</u>)
10.17*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2023 (incorporated by reference to <u>Exhibit 10.3 to the Current Report on Form 8-K, as filed on November 17, 2022</u>)
10.18*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - Total Shareholder Return Fiscal Year 2023 (incorporated by reference to <u>Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 17, 2022</u>)
10.19*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - NFE Fiscal Year 2023 (incorporated by reference to <u>Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 17, 2022</u>)
10.20*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance-Based Restricted Stock Units Agreement Fiscal Year 2023 (incorporated by reference to <u>Exhibit 10.4 to the Current Report on Form 8-K, as filed on November 17, 2022</u>)
10.21*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2024 (incorporated by reference to <u>Exhibit 10.3 to the Current Report on Form 8-K, as filed on November 21, 2023</u>)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
10.22*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - Total Shareholder Return Fiscal Year 2024 (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 21, 2023)
10.23*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - NFE Fiscal Year 2024 (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 21, 2023)
10.24*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2024 (incorporated by reference to Exhibit 10.4 to the Current Report on Form 8-K, as filed on November 21, 2023)
10.25*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2025 (incorporated by reference to Exhibit 10.3 to the Current Report on Form 8-K, as filed on November 12, 2024)
10.26*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - Total Shareholder Return Fiscal Year 2025 (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 12, 2024)
10.27*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - NFE Fiscal Year 2025 (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 12, 2024)
10.28*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2025 (incorporated by reference to Exhibit 10.4 to the Current Report on Form 8-K, as filed on November 12, 2024)
10.29*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Restricted Stock Units Agreement Fiscal Year 2026 (incorporated by reference to Exhibit 10.3 to the Current Report on Form 8-K, as filed on November 6, 2025)
10.30*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - Total Shareholder Return Fiscal Year 2026 (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on November 6, 2025)
10.31*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance Share Units Agreement - NFE Fiscal Year 2026 (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K, as filed on November 6, 2025)
10.32*	New Jersey Resources Corporation 2017 Stock Award and Incentive Plan Performance-Based Restricted Stock Unit Agreement Fiscal Year 2026 (incorporated by reference to Exhibit 10.4 to the Current Report on Form 8-K, as filed on November 6, 2025)
10.33*	\$500,000,000 Second Amended and Restated Credit Agreement, dated as of September 2, 2021, by and among New Jersey Resources Corporation, the guarantors thereto, the lenders party thereto, PNC Bank, National Association, as Administrative Agent, JPMorgan Chase Bank, N.A., Wells Fargo Bank, National Association and Mizuho Bank, Ltd., as Syndication Agents, and U.S. Bank National Association, Bank of America, N.A., TD Bank, N.A. and The Bank of Nova Scotia, as Documentation Agents (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on September 9, 2021)
10.34*	\$250,000,000 Second Amended and Restated Credit Agreement dated as of September 2, 2021, by and among New Jersey Natural Gas Company, the lenders party thereto, PNC Bank, National Association, as Administrative Agent, JPMorgan Chase Bank, N.A., Wells Fargo Bank, National Association and Mizuho Bank, Ltd., as Syndication Agents, and U.S. Bank National Association, Bank of America, N.A., TD Bank, N.A., and The Bank of Nova Scotia, as Documentation Agents (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K, as filed on September 9, 2021)
10.35*	First Amendment to Second Amended and Restated Credit Agreement, dated as of August 30, 2022, by and among NJR, the guarantors thereto, the lenders party thereto and PNC Bank, National Association, as Administrative Agent (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on September 6, 2022)
10.36*	Second Amendment to Second Amended and Restated Credit Agreement, dated as of August 7, 2024, by and among NJR, the guarantors thereto, the lenders party thereto and PNC Bank, National Association, as Administrative Agent (incorporated by reference to Exhibit 10.1 to the Current Report on Form 8-K, as filed on August 9, 2024)

New Jersey Resources Corporation
Part IV

Exhibit Number	Exhibit Description
10.37*	Second Amendment to Second Amended and Restated Credit Agreement dated as of August 7, 2024, by and among NJNG, the lenders party thereto and PNC Bank, National Association, as Administrative Agent (incorporated by reference to Exhibit 10.2 to the Current Report on Form 8-K, as filed on August 9, 2024)
10.38**	Asset Purchase Agreement, between NJR Clean Energy Ventures II Corporation and Spruce Power 5, LLC, dated as of November 25, 2024 (incorporated by reference to Exhibit 10.45 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2024, as filed on November 26, 2024)
19.1+	Insider Trading Policy
21.1+	Subsidiaries of the Registrant
23.1+	Consent of Independent Registered Public Accounting Firm
31.1+	Certification of the Chief Executive Officer pursuant to section 302 of the Sarbanes-Oxley Act
31.2+	Certification of the Chief Financial Officer pursuant to section 302 of the Sarbanes-Oxley Act
32.1+ †	Certification of the Chief Executive Officer pursuant to section 906 of the Sarbanes-Oxley Act
32.2+ †	Certification of the Chief Financial Officer pursuant to section 906 of the Sarbanes-Oxley Act
97	Dodd-Frank Clawback Policy (incorporated by reference to Exhibit 97 to the Annual Report on Form 10-K for the fiscal year ended September 30, 2023, as filed on November 21, 2023)
101+	Interactive Data File {Annual Report on Form 10-K, for the fiscal year ended September 30, 2025, furnished in iXBRL (Inline eXtensible Business Reporting Language)}
104+	Cover Page Interactive Data File included in Exhibit 101

+ Filed herewith.

* Denotes compensatory plans or arrangements or management contracts.

** Schedules have been omitted pursuant to Item 601(a)(5) of Regulation S-K. NJR agrees to furnish the omitted schedules supplementally to the SEC upon request by the SEC.

† This certificate accompanies this report pursuant to Section 906 of the Sarbanes-Oxley Act of 2002 and shall not be deemed filed by NJR for purposes of Section 18 or any other provision of the Exchange Act.

New Jersey Resources Corporation
Part IV

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

NEW JERSEY RESOURCES CORPORATION

(Registrant)

Date: November 20, 2025

By:/s/ Stephen M. Skrocki

Stephen M. Skrocki

Corporate Controller (Principal Accounting Officer)

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant in the capacities and on the dates indicated:

November 20, 2025	<u>/s/ Stephen D. Westhoven</u> Stephen D. Westhoven President and Chief Executive Officer Director (Principal Executive Officer)	November 20, 2025	<u>/s/ Roberto Bel</u> Roberto Bel Senior Vice President and Chief Financial Officer (Principal Financial Officer)
November 20, 2025	<u>/s/ Stephen M. Skrocki</u> Stephen M. Skrocki Corporate Controller (Principal Accounting Officer)	November 20, 2025	<u>/s/ Jane M. Kenny</u> Jane M. Kenny Director
November 20, 2025	<u>/s/ Donald L. Correll</u> Donald L. Correll Chairman	November 20, 2025	<u>/s/ Amy B. Mansue</u> Amy B. Mansue Director
November 20, 2025	<u>/s/ Gregory E. Aliff</u> Gregory E. Aliff Director	November 20, 2025	<u>/s/ Thomas C. O'Connor</u> Thomas C. O'Connor Director
November 20, 2025	<u>/s/ James H. DeGraffenreidt, Jr.</u> James H. DeGraffenreidt, Jr. Director	November 20, 2025	<u>/s/ Michael O'Sullivan</u> Michael O'Sullivan Director
November 20, 2025	<u>/s/ M. Susan Hardwick</u> M. Susan Hardwick Director	November 20, 2025	<u>/s/ Sharon C. Taylor</u> Sharon C. Taylor Director
November 20, 2025	<u>/s/ Peter C. Harvey</u> Peter C. Harvey Director	November 20, 2025	<u>/s/ William T. Yardley</u> William T. Yardley Director

Shareowner Information

ANNUAL MEETING

The Annual Shareowners Meeting will be held at 9:30 a.m. on January 21, 2026. This year's annual meeting will be held virtually via webcast. Please refer to your proxy statement for the link and details on how to participate.

STOCK LISTING

The Company's common stock is traded on the New York Stock Exchange under the ticker symbol "NJR."

INVESTOR AND MEDIA INFORMATION

Members of the financial community are invited to contact Adam Prior, Director–Investor Relations, at 732-938-1145. Members of the media are invited to contact Michael Kinney, Director–Corporate Communications, at 732-938-1031. Correspondence can be sent to New Jersey Resources, 1415 Wyckoff Road, P.O. Box 1468, Wall, NJ 07719.

STOCK TRANSFER AGENT AND REGISTRAR

The Transfer Agent and Registrar for the Company's common stock is Broadridge Corporate Issuer Solutions, Inc. ("Broadridge"). Shareowners with questions about account activity should contact Broadridge investor relations representatives between 9 a.m. and 6 p.m. EST, Monday through Friday, by calling toll-free 800-817-3955.

General written inquiries and address changes may be sent to:

Broadridge Corporate Issuer Solutions
P.O. Box 1342, Brentwood, NY 11717

or

For certified and overnight delivery:

Broadridge Corporate Issuer Solutions, ATTN: IWS
1155 Long Island Avenue, Edgewood, NY 11717

Shareowners can view their account information online at shareholder.broadridge.com/NJR.

NEW JERSEY RESOURCES DIRECT STOCK PURCHASE AND DIVIDEND REINVESTMENT PLAN

The New Jersey Resources Corporation ("NJR") Direct Stock Purchase and Dividend Reinvestment Plan, NJR Direct, provides a convenient and economical method for new eligible investors to make an initial investment in shares of common stock and for existing shareowners to invest in additional shares of common stock or reinvest all or some of their common stock cash dividends.

This is neither an offer to sell nor a solicitation of an offer to buy securities. NJR Direct is administered by Broadridge.

As a participant in NJR Direct, you can:

- Conveniently purchase our common stock without incurring brokerage commissions or transaction/processing fees
- Build your investment over time, starting with as little as \$100, up to a maximum of \$100,000 per calendar year
- Increase your holdings in NJR by reinvesting all or some of your cash dividends in our common stock
- Invest automatically with optional withdrawals from your bank account
- Benefit from maintenance of shares of common stock in book-entry form and detailed record keeping and reporting, provided at no charge
- Deposit common stock certificates registered in your name with

the plan administrator into your plan account for safekeeping, at no cost

- Receive statements of your account following each reinvestment of dividends and each investment of an optional cash payment or payroll deduction amount, if any
- Execute plan transactions online

For additional information, please visit njresources.com, then "Shareholder Services" under "Investor Relations." Full details are contained in the NJR Direct prospectus, which may be obtained from Broadridge or the company.

DIVIDENDS

Dividends on NJR common stock are currently declared quarterly by the Board of Directors. Future dividends are dependent on a number of factors, including our earnings, financial condition, shareowner equity levels, our cash flow and business requirements, as determined by the Board of Directors. Shareowners of record receive their dividend checks from Broadridge, unless they have elected to reinvest their dividends with NJR Direct. The company offers direct deposit of dividends into shareowners' bank accounts so the funds are available the same day they are paid. Please contact Broadridge for details.

REQUEST FOR FORM 10-K AND OTHER DOCUMENTS

The following documents may be obtained when available, without charge, upon written request to: Investor Relations, New Jersey Resources, 1415 Wyckoff Road, P.O. Box 1468, Wall, NJ 07719:

- Bylaws, as amended and restated
- Annual Report and Form 10-K
- Form 10-Q
- Form 8-K
- Quarterly Earnings News Release
- Corporate Governance Guidelines
- Audit Committee Charter
- Leadership Development and Compensation Committee Charter
- Nominating/Corporate Governance Committee Charter
- NJR Code of Conduct
- Insider Trading Policy
- Dodd-Frank Compensation Recoupment Policy
- Audit Complaint Procedure
- Communicating with Non-Management Directors
- Statement of Policy with Respect to Related Person Transactions

These documents, as well as other filings made with the Securities and Exchange Commission, are also available through njresources.com.

Information in this Annual Report should not be considered a solicitation of the sale or purchase of securities.





1415 Wyckoff Road
Post Office Box 1468
Wall, NJ 07719
732-938-1480
www.njresources.com