

# Materiality

We have developed strategies for solving our four key management issues and are formulating action plans that layout details for achieving our objectives.

Materiality	Strategies	Indicators/actions	Target fiscal year	Target	Achievements (FY2022)	
Contributing to a comfortable and safe carbon neutral society	Using renewables as primary power sources	Net income from our renewable energy power generation business	2030	On the order of ¥100 billion/year	¥37.0 billion	
		New development of renewable energies in Japan and overseas		6~7GW	3.03GW (including facilities under development)	
	Business structure reforms that look forward to a carbon neutral society	Reduction in CO <sub>2</sub> emissions originating from the sale of power (compared to FY2013 levels)		50% reduction	53% reduction (see page 22 for details)	
		CO <sub>2</sub> -free options sales volume in the corporate sector		more than 10TWh	6.3TWh	
		Creating new power demand		more than 9.7TWh	470GWh	
		Urban development that centers on carbon neutrality and improving resilience		Strengthen resilience and promote carbon neutrality in the region through our business Increase the number of projects such as Lead Decarbonization Area	Number of proposals selected for Lead Decarbonization Area: 7 (The most for a private co-proposer)	
		Storage battery business contract earnings		2031	30% share of the storage battery market (contract earnings)	¥3.8 billion
		EV network chargers (quick chargers)		2025	15,000 quick chargers	Approx. 7,900 quick chargers
EV100 (adopting electric vehicles for use as company vehicles)	2030	100%	21%			
Strengthening our business foundation	Financial strategies	Consolidated net income	2030 onwards	On the order of ¥450 billion	¥ (123.6) billion	
	Human resource strategies	Human resources deployed to solve key management issues	—	1,281 people	1,379 people	
		Human resources trained to develop new business	2027	2,700 people	908 people	
		DX human resources	2025	6,000 people (more than 20% of all employees)	Approx. 2,300 people	
		Female managers	2025	10%	5.9%	
	Technological development	Human rights due diligence implementation rate	2025	100%	28.8%	
		Promoting key areas based on technological strategies	2030	Technological development aimed for commercialization	Promoting business by Japan's first P2G company, Yamanashi Hydrogen Company (YHC)	
Promoting DX		2030	Operational reforms that focus on CX/UX and co-creation, and the provision of new services that will solve social problems.	Launch and promote projects that contribute to carbon neutrality and stable supply		
Regaining trust in nuclear power	Pursuing nuclear security and safety at nuclear power stations	Pursuing nuclear security, including sincerely cooperating with additional inspections pertaining to physical protection	—	Implement improvement measures and complete additional inspections performed by the Nuclear Regulation Authority	Implement improvement measures and cooperate with additional inspections	
		Steadily proceed with safety measure renovations and improve the level of safety		General inspection pertaining to incomplete safety measure renovations, and safety measure renovations	First round of general inspections pertaining to incomplete safety measure renovations	
Balancing revitalization with decommissioning	Building a decommissioning industry in Hamadori	Create a decommissioning-related industry in the Hamadori region	—	Contribute to the economy, employment creation, human resource training, and prosperity by building a decommissioning industry in Hamadori.	Establishment of a decommissioning-related equipment manufacturing joint venture and preparation for the start of construction (during FY2023)	
	Decommissioning/contaminated water/treated water countermeasures	Steady implementation of initiatives for retrieving fuel debris and disposing of treated water		Ensuring the safety/quality of the operation of ALPS-treated water ocean discharge facilities	Preparatory construction/installation of ALPS-treated water dilution/discharge facilities and ancillary facilities	
				Quickly obtain monitoring results and disseminate accurate and easy-to-understand information	Localization of websites and pamphlets, launch of the Overarching Radiation-monitoring data Browsing System (ORBS)	
		"Trial removal of fuel debris from the first unit (Unit 2) Internal investigations, gradual increase in the scope of fuel debris retrieval"		Unit 2 primary containment vessel internal investigation preparations (mockup, isolation chamber installation)		