

Materiality	Sub-materility	Indicators/actions	Target fiscal year	Target	Achievements	
					FY2022	FY2023
Contributing to a comfortable and safe carbon neutral society	Using renewables as primary power sources	Net profit from our renewables power generation business	2030	On the order of ¥100 billion/year	¥37.0 billion	¥58.4 billion
		New development of renewables in Japan and overseas		6~7 GW	3.03GW (including facilities under development)	3.46 GW (including facilities under development)
	Business structure reforms that look forward to a carbon neutral society	Reducing CO ₂ emissions from the retailed power from FY2013 levels		50% reduction	53% reduction	44% reduction (see page 31 for details)
		CO ₂ -free options sales volume in the corporate sector		more than 10 TWh	6.3 TWh	10.3 TWh
		Urban development aiming for carbon neutrality and resilience; the number of Decarbonization Leading Areas	Expanding contracts for urban development	5 areas	7 areas	
	Market development through multi-use storage battery solutions	2031	30% share of the storage battery market (based on contract earnings)	¥3.8 billion	¥10.1 billion	
	Number of EV chargers; achievements of e-Mobility Power EV100; adopting EVs for company vehicles	2025	13,000 quick chargers	Approx. 7,900 quick chargers	Approx. 9,100 quick chargers	
	2030	100%	21%	27%		
Strengthening our business foundation	Financial strategy	Consolidated profit after FY2030	2030 onwards	On the order of ¥450 billion	¥ -123.6 billion	¥267.8 billion
	Human resource strategy	Number of human resources deployed to solve key management issues	—	1,958 people	1,379 people	1,959 people
		Number of human resources trained to develop new business	2027	2,700 people	908 people	1,418 people
		Number of human resources trained to promote DX	2024	6,000 people (more than 20% of all employees)	Approx. 2,300 people	Approx. 5,200 people
		Percentage of female managers	2025	>10%	5.9%	6.0%
		Human rights due diligence implementation rate		100%	28.8%	31.8%
		2027	Zero accidents	2 fatalities and 27 serious injuries	Zero fatalities and 25 serious injuries	
Technology strategy	Reduction work hours through DX	2030	400,000 hours/year	Newly set in FY2024		
Transforming into a trusted nuclear power operator	Pursuit of nuclear security and safety at nuclear power stations	Pursuing nuclear security through sustained corrective action	—	Operation of Kashiwazaki-Kariwa Nuclear Power Station that prioritizes safety	We implemented corrective action and cooperated with additional inspections.	The order prohibiting the transfer of fuel has been lifted. We continue our efforts to ensure improvement measures are not transient.
		Steady progress on safety measure renovations, enhancing safety levels			The first round of general inspections pertaining to incomplete safety measure renovations is finished.	The safety measure renovations and the first round of pre-use operator inspections prior to fuel charging have finished.
Promoting revitalization & decommissioning	Decommissioning, contaminated water, and treated water measures	Suppression of contaminated water generation	2028	50~70m ³ /day	90m ³ /day	80m ³ /day
		Steady implementation of initiatives for retrieving fuel debris and disposing of treated water	—	Gradual expansion of retrieving fuel debris	Internal investigation of the reactor containment vessel Preparations for trial retrieval at Unit 2	