

Sustainability management

Under the ultimate overarching concept of the Kansai Electric Power Group Management Philosophy Purpose & Values, the Group has announced that it will carry out business activities that promote the Values of Fairness, Integrity, Inclusion, and Innovation to achieve its Purpose of Serving and Shaping the Vital Platform for a Sustainable Society for the benefit of its customers and society. We have set out specifically how we should act in accordance with this management philosophy in the Kansai Electric Power Group Code of Conduct. By having all Group employees base their actions on this code, the aim is to achieve both sustainable growth for the Group and to make society more sustainable.

▶ Kansai Electric Power Group Management Philosophy



▶ Kansai Electric Power Group Code of Conduct

● Basic view

The Kansai Electric Power Group Code of Conduct details specifically how our executives and employees should act, providing a foundation for decision-making in our business activities. This code is based on the Kansai Electric Power Group Management Philosophy and takes all in-house company rules as prerequisites.

The business activities of the Kansai Electric Power Group are supported by a variety of stakeholders, including customers, shareholders and investors, business partners, employees and other members of society. The trust we receive from these stakeholders is itself the foundation that allows us to continue fulfilling our duties and pursuing sustainable growth as the Kansai Electric Power Group.

We fulfill our duties as a member of society by acting in accordance with our Management Philosophy and always thinking about what it means to thoroughly implement compliance not only for laws and regulations, but also for the standards expected by modern society.

We want to make our various stakeholders have unshakable trust in us by responding sincerely to their expectations for our group business activities.

Based on this mindset, our executives and employees all work together and combine their individual capacities, enabling the Kansai Electric Power Group to contribute to the sustainable development of society.

1. Thorough compliance implementation

At the Kansai Electric Power Group, we practice thorough legal and ethical compliance as the foundation to all our business activities. Business results and activities are absolutely never prioritized above compliance. Moreover, anyone who raises questions or reports about issues related to compliance will not be treated unfairly in any way as a result.

Conduct standards for individuals

- Act sincerely with good sense and dignity as one member of the Kansai Electric Power Group.
- In the execution of business, abide by domestic and foreign laws and ordinances that restrict business along with other relevant legal restrictions as well as regulations established by the company and other in-house rules. Never undertake any behavior that is contrary to corporate ethics and accepted social norms.
- Ask yourself the following questions about your conduct.
 - Would the conduct go against your own conscience?
 - Could you speak proudly about the conduct to your family and other people important to you?
 - Could you confidently explain the conduct to customers and other people outside the company?
 - Do you think continuing conduct as you have in the past is fine? Are you assuming that conduct is correct?
 - Are you continuing conduct as before even though you have doubts or feelings of discomfort about it?

When you have doubts about something or feel it is strange, have courage and report to and consult with work superiors or a Compliance Hotline.

Note: In 2019, incidents were revealed in which executives and employees from our company received gifts and cash of significant value from a former deputy mayor of the town of Takahama in Fukui Prefecture and in which executives received problematic payments after retirement. These incidents caused great trouble and seriously betrayed the trust we received from our customers, members of society and our various stakeholders. This article takes this into consideration.

2. Fair business activities

At the Kansai Electric Power Group, we practice fair and free competition and conduct reasonable business transactions. We do not participate in bribery or other corrupt conduct with the goal of obtaining profits unfairly. Moreover, we promote responsible procurement with high levels of sustainability and transparency.

Conduct standards for individuals

- Provide services of higher value through fair competition.
- Comply with the Antimonopoly Act, the Electricity Business Act, and other laws and regulations regarding fair business activities, and make a clean break with rule violations.
- Do not provide or accept inappropriate gifts or entertainments.
- Do not do anything that presents advantages only to specific individuals or businesses.
- Maintain healthy relationships with politicians and government administrators.
- Resolutely refuse inappropriate demands from antisocial (criminal) forces and organizations. Respond to such demands with the fortitude of the organization rather than as an individual. Maintain no relations with such forces and organizations.

3. Appropriate information disclosure, management and discussion

At the Kansai Electric Power Group, we reflect the feedback of society in our business activities appropriately. In addition, we conduct open business activities with high transparency by further advancing suitable and timely information disclosure and transmission along with communication with members of society as we fulfill our explanatory duties to society with sincerity. Furthermore, we manage personal data along with other types of information appropriately.

Conduct standards for individuals

- Proactively communicate with members of society.
- Undertake efforts fairly when providing information to members of society and conducting activities to promote understanding of our business activities.
- Gather a wide range of opinions, desires and other feedback about our business activities from customers and members of society, share this data within the company and apply it to business improvement.
- Manage personal data, customer data, business secrets and similar information appropriately.
- Strictly handle records related to business.
- When problems arise in business operations, report on the facts quickly and accurately.

4. Respect for human rights and promotion of diversity

At the Kansai Electric Power Group, we recognize human rights as a universal value shared by global society. We support international standards related to human rights and respects them in all our business activities. In addition, as we advance diversity, we will continue seeking to realize ways of working and cultivating workplace environments that enable every person to work with peace of mind and exercise their abilities to their maximum potentials.

Conduct standards for individuals

- Respect the human rights of every individual involved in business activities and promote diversity.
 - Never say or do anything that is discriminatory, harassing, defamatory or taunting or that could otherwise cause another person to feel uncomfortable based on race, nationality, religion, gender, sexual orientation, sexual identity, social position, family background, occupation, disability or other personal trait. Moreover, do not sympathize with such words or behavior or allow them to pass.
 - Never be involved in any kind of forced labor or child labor.
 - Endeavor to create workplaces that make the most of diverse senses of value and that enable people to work with vigor and vitality.

5. Assurance of safety

Based on the Kansai Electric Power Group Code of Conduct for Safety, we will continue building an unwavering culture of safety.

Conduct standards for individuals

- Protect the safety of every person involved by making the assurance of safety the top priority in all activities.

Note: Taking to heart that safety is the foundation for all our business activities and the source of the trust that we earn, we established the Kansai Electric Power Group Code of Conduct for Safety based on numerous lessons learned from accidents and disasters, including the accident that occurred at Mihama Nuclear Power Station Unit 3 in August 2004. This article takes this into consideration.

6. Provision of products and services that customers choose

At the Kansai Electric Power Group, we strive to develop and improve products and services that customers choose through innovation and other efforts, and we contribute to resolving the issues of society.

Conduct standards for individuals

- With self-awareness and pride as a professional, always strive to improve service and respond to customer desires and feedback sincerely, rapidly and accurately, contributing to their satisfaction.
- In the execution of business activities, continuously improve work contents and rules to maintain and improve quality.
- In order to deliver new value to customers and society, advance innovation and seek cooperative creation with stakeholders.
- Endeavor to create and protect intellectual property, and utilize it effectively to develop and provide products and services that are useful to society.

7. Efforts toward the creation of an even better environment

At the Kansai Electric Power Group, we recognize the importance of working to respond to environmental issues ranging from climate change to the advancement of resource circulation and local environmental preservation. As a business with deep connections to the environment, we are striving to reduce the environmental impacts and risks that result from our business activities. Furthermore, we seek the creation of a better environment and actively contribute to the formation of a sustainable society by providing products and services with low environmental impacts.

Conduct standards for individuals

- Recognize the significance of environmental conservation, and thoroughly consider the impacts that our own work has on the environment.
- Practice conduct in our own work that considers the environment, including resource and energy conservation.

8. Problem-solving and development efforts for local communities

As a business that is very close to communities and daily life, we recognize that the advancement of the Kansai Electric Power Group is not possible without the sustainable development of local communities. With this understanding, as we cooperate with various stakeholders, we contribute positively to problem-solving and development in local communities through efforts to invigorate them and their economies. Furthermore, in our business activities overseas, we also contribute to the development of local communities as we consider their cultures and customs.

Conduct standards for individuals

- Cooperate with local communities that have stakes in our business activities, and contribute to solving their problems and invigorating them.
- In addition to listening for feedback from local communities, think about what you can put into practice yourself and participate actively in efforts that contribute to society.

9. Thorough risk management

The Kansai Electric Power Group is a business responsible for lifelines that are indispensable to society. We thoroughly implement systematic risk management in preparation for the occurrence of incidents, disasters and other events that threaten citizen lifestyles and corporate activities, and we make certain that products and services are provided safely and stably every day.

Conduct standards for individuals

- Through daily inspections and other efforts, identify factors that could lead to accidents, disasters and defects, and strive to prevent them.
- Prepare for natural disasters, military attacks, contagious disease spread, cyber attacks and other emergencies by anticipating them and conducting training, drills and other readiness practices.
- In the event that an accident, natural disaster or other emergency occurs, work diligently in cooperation with all employees to realize rapid recovery and otherwise respond. This includes conveying appropriate information to customers in society, coordinating inside and outside the company, and arranging aid supplies.

10. Executive responsibility and thorough implementation of this code

The President and all executives of the Kansai Electric Power Group, recognizing their responsibility to implement this code, seek to build effective governance and make it understood well throughout the Group. Moreover, should any incident occur that violates this code and causes a loss of trust from society, all executives will bear responsibility for responding. This includes taking the lead in resolving resulting problems, investigating the causes and preventing recurrence.

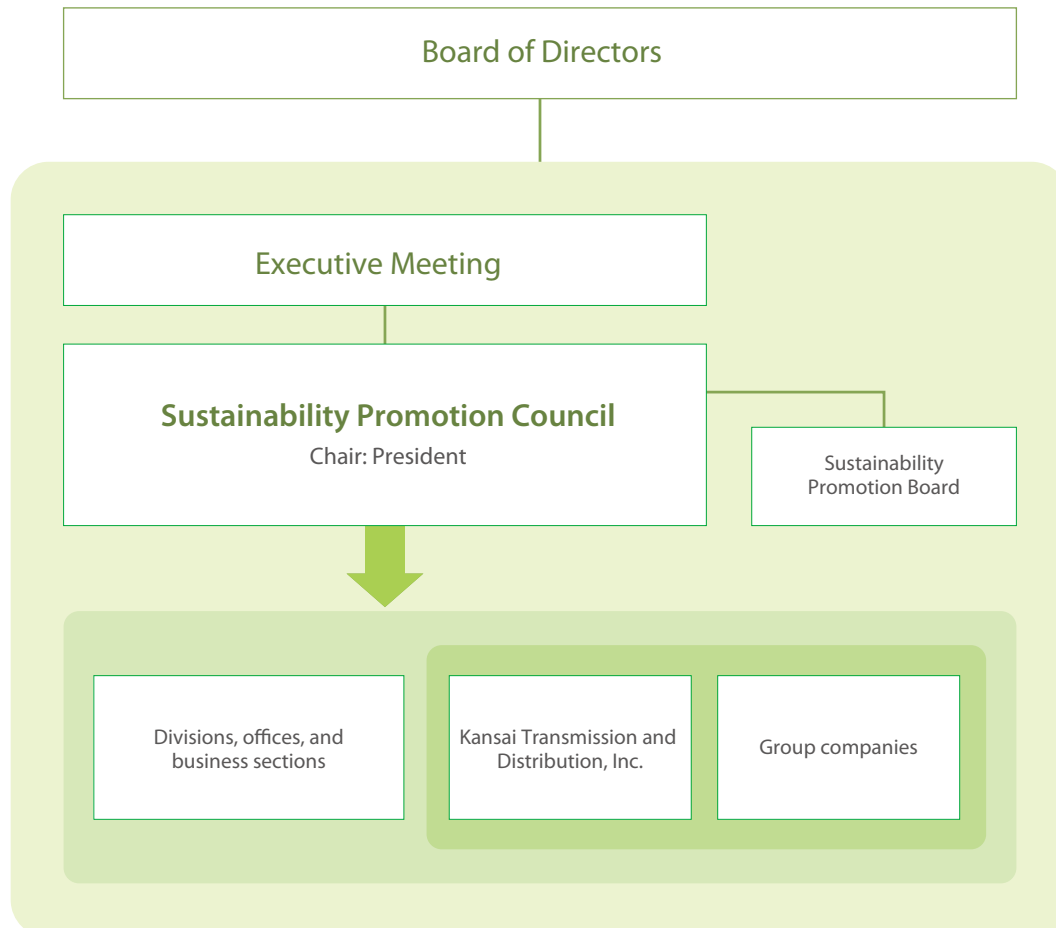
▶ Activities to implement the management philosophy and code of conduct

We have established an activity plan to spread awareness of the management philosophy as well as the code of conduct among all employees and to promote putting them into practice in daily tasks. Based on this plan, we are actively working on activities that include opinion exchanges between management and employees, varied types of training, workplace-specific discussions, distribution of email newsletters, and support activities for group companies. One aspect of the activities is the Conduct Cards, which list the Purpose & Values, Compliance Checklist, and Safe Action Declaration that we distribute to all employees to carry. The backs of the cards display each employee's personal conduct vows, and employees use these cards to check their conduct and goals in their own work. In fiscal 2022, looking back on the time when our management philosophy (Purpose & Values) was formulated, we added videos introducing the background and thoughts behind it. We also included explanatory materials on how it was written in English and discussion tools for "Innovation," among other "Values." All of this was undertaken in the interest of making our management philosophy easier to understand and put into practice.

▶ Sustainability promotion system

As a corporate group that aims to be of benefit to our customers and communities, we promote sustainability-focused initiatives to achieve growth and development for ourselves, but also to resolve global societal issues and so contribute to making society more sustainable. To further advance these initiatives, we have established the Sustainability Promotion Council, which is chaired by the President. In addition to formulating a series of comprehensive measures for the entire Group, the Sustainability Promotion Council establishes extensive initiatives that allow the Group to contribute to the sustainable development of society and deploys a range of concrete activities. Issues of a specialized nature are sent to committees such as the Sustainability Promotion Board for deliberation. The policies formulated by the Sustainability Promotion Council are communicated to each operating division and business location, which then develop their own activities accordingly.

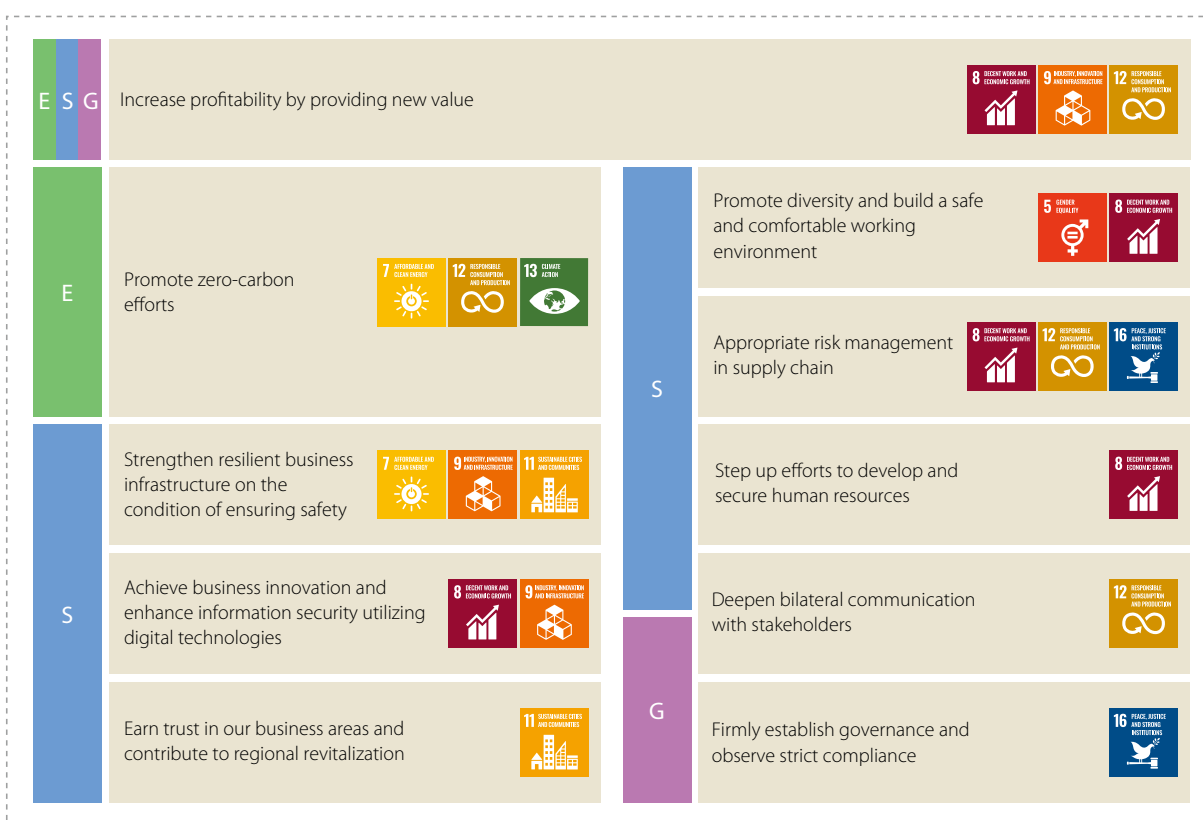
Each group company also develops its own sustainability promotion activities independently, while staying in communication with the Kansai Electric Power Company.



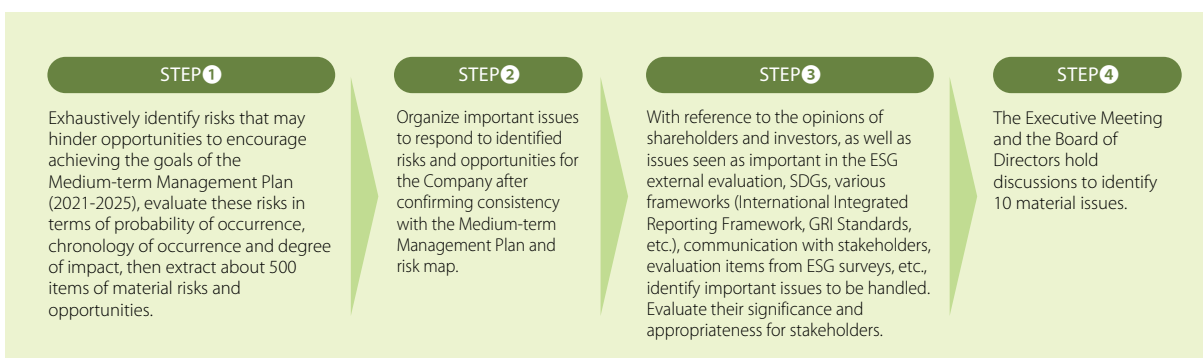
► Materiality for the Kansai Electric Power Group (Important issues)

Aiming to achieve sustainable growth of our Group and also contribute to the sustainable development of society through the pursuit of SDGs and the resolution of other global issues, along with the formulation of our Medium-term Management Plan (2021-2025), we have identified the following 10 themes for the Group’s materiality (important issues).

- E** • Committed to realizing the Zero Carbon Vision 2050, the Kansai Electric Power Group is shifting to “zero-carbon power sources and optimal power grids for the introduction of low-carbon power sources,” which include nuclear energy, renewable energy, and zero-carbon thermal power generation, to contribute to decarbonization.
- S** • We will speed up digitalization, innovation, and workstyle innovation; introduce reforms to make our corporate constitution more robust; and continue to provide new value to customers and society.
- G** • We have positioned recovering trust as the basic premise of our business operations, and by establishing appropriate governance and furthering compliance, we are building a solid management foundation.



● Materiality identification process



We refer to the GRI standards (including aspects specific to power) as fundamental requirements that should be considered in reviews.

● Risks and opportunities of materiality (important issues)

Materiality		Risks	Opportunities
E	Increase profitability by providing new value	<ul style="list-style-type: none"> Reduced energy demand due to declining population Intensification of domestic retail power sales Reduced competitiveness of existing business models due to market entry by businesses from other industries Intensification of customer acquisition competition in the FTTH and mobile marketplaces Intensification of competition to acquire the excellent real estate properties in Japan Country and market risks related to overseas business expansion 	<ul style="list-style-type: none"> Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai) Increased interest in energy due to advancements in energy conservation Changes in electricity usage patterns due to technological innovations Enhancement of sales channels with expanded alliances Expansion of domestic infrastructure business resulting from 5G popularization Business opportunities resulting from domestic social issues, including medicine, caregiving and the aging of society Business opportunities resulting from the diversification of needs, including decentralization
S			
G			
E	Promote zero-carbon efforts	<ul style="list-style-type: none"> Substantial revision of regulations and policies affecting existing businesses as a result of strengthening countermeasures for climate change issues 	<ul style="list-style-type: none"> New revenue growth opportunities resulting from strengthening trends for ESG investment and decarbonization Expansion of renewable energy investment opportunities in Japan and abroad Revenue growth opportunities arising from establishing new markets Increased interest in energy due to advancements in energy conservation
S	Strengthen resilient business infrastructure on the condition of ensuring safety	<ul style="list-style-type: none"> Continued aging of power supply facilities Facility troubles caused by natural disasters, including abnormal weather phenomena caused by climate change, typhoons, torrential rains, earthquakes and tsunamis Unplanned shutdown of large-scale power sources, including nuclear power Interruption of stable power supply due to insufficient measures against cyber attacks and infectious diseases Tight supply-demand situation due to severe weather (intense heat and cold) 	<ul style="list-style-type: none"> Trust earned from customers and society by strengthening resilient business foundations and resulting business opportunities
S	Achieve business innovation and enhance information security utilizing digital technologies	<ul style="list-style-type: none"> Interruption of stable power supply due to insufficient measures against cyber attacks Intensification of customer acquisition competition in the FTTH and mobile marketplaces Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development 	<ul style="list-style-type: none"> Changes in electricity usage patterns due to technological innovations Expansion of domestic infrastructure business resulting from 5G popularization Improved productivity and creation of new value through the utilization of digital technologies
S	Earn trust in our business areas and contribute to regional revitalization	<ul style="list-style-type: none"> Intensification of domestic retail power sales Country and market risks related to overseas business expansion Erosion of trust resulting from lack of communication with local communities 	<ul style="list-style-type: none"> Business opportunities resulting from the diversification of needs, including decentralization Business opportunities resulting from increased overseas energy demand Expanded business opportunities by the liberalization of electricity and gas markets (advancement into areas outside Kansai)
S	Promote diversity and build a safe and comfortable working environment	<ul style="list-style-type: none"> Intensification of personnel hiring competition due to shrinking labor force Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development 	<ul style="list-style-type: none"> Creation of new value through the utilization of diverse personnel Increased productivity as a result of promoting workstyle innovation
S	Appropriate risk management in supply chain	<ul style="list-style-type: none"> Damage to corporate value due to safety issues or serious compliance violations including the supply chain 	—
S	Step up efforts to develop and secure human resources	<ul style="list-style-type: none"> Intensification of personnel hiring competition due to shrinking labor force Lost business opportunities due to slow business model reform and technological innovation as well as stagnation in expert personnel development 	<ul style="list-style-type: none"> Creation of new value through the utilization of diverse personnel Increased productivity as a result of promoting workstyle innovation
S	Deepen bilateral communication with stakeholders	<ul style="list-style-type: none"> Risk of failure in gaining the understanding of stakeholders due to insufficient information disclosure resulting from an unsatisfactory response to social demands such as ESG, etc. 	<ul style="list-style-type: none"> Gain understanding of our business through timely and adequate information dissemination and communication with stakeholders.
G			
G	Firmly establish governance and observe strict compliance	<ul style="list-style-type: none"> Damage to corporate value due to safety issues or serious compliance violations including the supply chain 	—

● Objectives and results of materiality (important issues)

Of the initiatives for the identified materiality, we have extracted particularly important items to achieve the Medium-term Management Plan, with targets set as priorities.

Materiality	Activities	FY 2022 objectives	FY 2022 results	FY 2023 objectives
Increase profitability by providing new value	Securing profitability	<ul style="list-style-type: none"> • Ordinary income "More than 100 billion yen averaged over three years (FY 2021–2023)" "More than 250 billion yen (FY 2025)" • FCF "Less than -50 billion yen averaged over three years (FY 2021–2023)" "More than 200 billion yen (FY 2025)" Register a surplus across total income booked between FY 2021 and FY 2025 • Equity Ratio "More than 20% (FY 2021–2023)" "More than 23% (FY 2025)" • ROA "More than 1.5% averaged over three years (FY 2021–2023)" "More than 3.5% (FY 2025)" 	<ul style="list-style-type: none"> • Ordinary income "-6.6 billion yen" • FCF "-289.8 billion yen" • Equity Ratio "20.4%" • ROA "0.2%" 	<ul style="list-style-type: none"> • Ordinary income "More than 100 billion yen averaged over three years (FY 2021–2023)" "More than 250 billion yen (FY 2025)" • FCF "Less than -50 billion yen averaged over three years (FY 2021–2023)" "More than 200 billion yen (FY 2025)" Register a surplus across total income booked between FY 2021 and FY 2025 • Equity Ratio "More than 20% (FY 2021–2023)" "More than 23% (FY 2025)" • ROA "More than 1.5% averaged over three years (FY 2021–2023)" "More than 3.5% (FY 2025)"
		<ul style="list-style-type: none"> • Keep the top spot for the amount of zero-carbon power generation in Japan. • Halve CO₂ emissions associated with power generation in Japan in FY 2025 (compared to FY 2013). 	<ul style="list-style-type: none"> • Retain the top spot for the amount of zero-carbon power generation in Japan (based on surveys and comparisons from the Survey of Electric Power Statistics). • Reduction of about 49% compared to FY 2013 	<ul style="list-style-type: none"> • Keep the top spot for the amount of zero-carbon power generation in Japan. • Halve CO₂ emissions associated with power generation in Japan in FY 2025 (compared to FY 2013).
Promote zero-carbon efforts	Advancement of efforts to control CO ₂ emissions	<ul style="list-style-type: none"> • Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040. 	<ul style="list-style-type: none"> • 3.92 GW*/9 GW or more (target) * The above figure is only for externally announced projects and includes power sources not under the jurisdiction of the Renewable Energy Division. 	<ul style="list-style-type: none"> • Achieve 5 GW scale of new development and 9 GW scale of cumulative capacity by 2040.
	Further development and utilization of renewable energy sources	<ul style="list-style-type: none"> • Achieve benchmark indicators*. (A: 1.00, B: 44.3%) * Indicators based on the benchmark system of the Act on Rationalizing Energy Use and Shifting to Non-fossil Energy 	<ul style="list-style-type: none"> • Achieved benchmark indicators. (A: 1.00, B: 44.3%) 	<ul style="list-style-type: none"> • Achieve benchmark indicators. (A: 1.00, B: 44.3%)
	Maintain and improve thermal efficiency of thermal power plants	<ul style="list-style-type: none"> • Continue with safe and stable operation based on the operation plan. (Zero unplanned shutdown) 	<ul style="list-style-type: none"> • One case of unplanned shutdown* occurred at Takahama Power Station Unit 4, but the reactor resumed power generation promptly after cause investigation and countermeasures were implemented. Safe and stable operation continued at other power stations. * Takahama Power Station Unit 4 reactor automatic shutdown (from January 30, 2023 to March 25, 2023) 	<ul style="list-style-type: none"> • Continue with safe and stable operation based on the operation plan. (Number of unplanned shutdown "0," Nuclear power generated "45.3 billion kWh")
	Continuation of safe and stable operation of nuclear power plants	<ul style="list-style-type: none"> • Maintain or reduce transmission and distribution loss. 	<ul style="list-style-type: none"> • Transmission and distribution loss "5.10%" 	—
	Reducing transmission and distribution loss	—	—	<ul style="list-style-type: none"> • Promptly and smoothly promote grid interconnection and facility expansion that correspond to future renewable energy power potential. • Upgrade facilities and operations using IoT technology, etc. to introduce renewable energy and maximize DER utilization.
	Efforts to introduce renewable energy and DER utilization in the grid network	—	—	<ul style="list-style-type: none"> • Number of GHG emission reduction equipment units installed Transformer with vegetable oil: 1 unit SF₆ alternative gas appliance: 1 unit
	Introduction of equipment for GHG emission reduction	—	—	—

Materiality	Activities	FY 2022 objectives	FY 2022 results	FY 2023 objectives
Strengthen resilient business infrastructure on the condition of ensuring safety	Preparation for and handling of accidents and disasters	<ul style="list-style-type: none"> Conduct group-wide comprehensive emergency response drills. Active participation in disaster response training sponsored by external disaster response agencies Number of participants in education and lectures (preparation for nuclear power disasters) Number of drills and training 	<ul style="list-style-type: none"> Number of participants in group-wide comprehensive emergency response drills "1,002" Participation in disaster response training sponsored by external disaster response agencies "41 sessions" (number of training sessions held) Number of participants in education and lectures "Approx. 5,300" Number of drills and training sessions "Approx. 7,100" 	<ul style="list-style-type: none"> Conduct group-wide comprehensive emergency response drills, training, awareness raising, etc. Active participation in disaster response training sponsored by external disaster response agencies Evaluation of nuclear operator emergency response drills by the Secretariat of the Nuclear Regulation Authority: Grade A for all items
	Maintaining electric power quality	<ul style="list-style-type: none"> Average duration of power outage per household "Maintain the world's highest standards." "Appropriate implementation" of countermeasures against aging in replacement of utility poles and concrete poles 	<ul style="list-style-type: none"> Annual duration of power outage per household: 7 minutes Replaced utility poles and concrete poles in a planned manner. (Countermeasures against aging) 	<ul style="list-style-type: none"> Average duration of power outage per household "Maintain the world's highest standards." "Appropriate implementation of countermeasures against aging based on the business plan" (Replacement of 221 utility poles and 3,618 concrete poles)
	Ensuring public security at electrical power facilities	<ul style="list-style-type: none"> Number of injured ordinary citizens "0" 	<ul style="list-style-type: none"> Number of injured ordinary citizens "6" 	<ul style="list-style-type: none"> Number of injured ordinary citizens "0"
Achieve business innovation and enhance information security utilizing digital technologies	DX-based efforts to address management issues	<ul style="list-style-type: none"> Promotion of new value creation 	<ul style="list-style-type: none"> Number of new value sources created "41" 	<ul style="list-style-type: none"> DX-based efforts to address management issues [New] (Target: 25.2 billion yen in single-year benefits from DX)
	Information security management	<ul style="list-style-type: none"> Major information security incidents "0" 	<ul style="list-style-type: none"> "1" incident (including Kansai Transmission and Distribution, Inc.) 	<ul style="list-style-type: none"> Major information security incidents "0"
	DX personnel development	<ul style="list-style-type: none"> Promote DX personnel development through specialized training, etc. 	<ul style="list-style-type: none"> Number of highly skilled DX personnel developing through secondment to K4 Digital Co., Ltd. "28" Number of division DX promoters through specialized training, etc. "1,190" 	<ul style="list-style-type: none"> Formulate a DX personnel development strategy and implement systematic development. Develop 31 highly skilled DX personnel. Develop 1,800 division DX promoters. Raise the level of DX literacy through mandatory DX video training for all employees, etc.
Earn trust in our business areas and contribute to regional revitalization	Activities to contribute to local communities	<ul style="list-style-type: none"> Create and maintain demand in cooperation with local communities. 	<ul style="list-style-type: none"> Number of sustainable community development plans realized "16" 	<ul style="list-style-type: none"> Create and maintain demand in cooperation with local communities.
	Efforts to utilize customer feedback	<ul style="list-style-type: none"> Make efforts continuously. 	<ul style="list-style-type: none"> Number of reform cases based on customer feedback "53" 	<ul style="list-style-type: none"> Make efforts continuously.
	Improvement in customer relations quality	<ul style="list-style-type: none"> Customer satisfaction "90% or higher" 	<ul style="list-style-type: none"> Customer satisfaction "92.7%" 	—
Promote diversity and build a safe and comfortable working environment	Industrial accident status	<ul style="list-style-type: none"> Accident frequency rate "0" 	<ul style="list-style-type: none"> Accident frequency rate "0.29" 	<ul style="list-style-type: none"> Accident frequency rate "0"
	Promotion of diversity	<ul style="list-style-type: none"> Increase the ratios of female managers and female senior managers to "more than threefold those of FY 2018 (6.3% and 4.8%, respectively) by the end of FY 2030." Female employment ratios "40% or more for office jobs and 10% or more for technical jobs" Accelerate employment of persons with disabilities. 	<ul style="list-style-type: none"> Ratio of female managers "3.2%", Ratio of female senior managers "2.7%" Female employment ratios "49% for office jobs and 14% for technical jobs" Employment rate of persons with disabilities "2.5%" 	<ul style="list-style-type: none"> Increase the ratios of female managers and female senior managers to "more than threefold those of FY 2018 (6.3% and 4.8%, respectively) by the end of FY 2030." Female employment ratios "40% or more for office jobs and 10% or more for technical jobs" Accelerate employment of persons with disabilities
	Creation of workplaces where working is easy	<ul style="list-style-type: none"> Rate of paid leave utilization "90% or more" Total working hours "cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime working hours per person." Male employee childrearing leave utilization rate at "the same level as that of female employees" Average number of childrearing leave days taken by male employees "One month or more by FY 2025" Enhance employee turnover prevention measures. 	<ul style="list-style-type: none"> Rate of paid leave utilization "99.4%" Overtime working hours per employee "250 hours/year" Male employee childrearing leave utilization rate "124%" Average number of childrearing leave days taken by male employees "14.5 days" Turnover rate "0.90%" 	<ul style="list-style-type: none"> Rate of paid leave utilization "90% or more" Total working hours "cut by 5% versus FY 2015, or 190 hours/year, which is equivalent to overtime working hours per person." Male employee childrearing leave utilization rate at "the same level as that of female employees" Average number of childrearing leave days taken by male employees "One month or more by FY 2025" Enhance employee turnover prevention measures.
	Prevention of human rights violations in business activities	—	—	<ul style="list-style-type: none"> Number of human rights violations (serious human rights violations "0")

Materiality	Activities	FY 2022 objectives	FY 2022 results	FY 2023 objectives
Appropriate risk management in supply chain	Implementation of Basic Procurement Policy and promotion of its adoption by suppliers	<ul style="list-style-type: none"> Conduct a questionnaire survey for suppliers to promote their adoption of the Basic Procurement Policy. 	<ul style="list-style-type: none"> Conducted a questionnaire survey for new suppliers regarding their procurement activities. Conducted a human rights due diligence fact-finding survey for major and new suppliers. 	<ul style="list-style-type: none"> Conduct a questionnaire survey for suppliers to encourage permeation of the Basic Procurement Policy and the Declaration on Partnership Building.
Deepen bilateral communication with stakeholders	Timely and adequate information dissemination to shareholders/investors, and dialogue with them (including ESG)	<ul style="list-style-type: none"> Promote communication with stakeholders. Improve external evaluation of ESG. 	<ul style="list-style-type: none"> Timely and adequate information dissemination through various types of media to shareholders (investors), and dialogue with them Enhanced disclosure content considering the opinions of shareholders (investors). Maintained the highest DJSI score among Japanese electric power companies. Improved CDP score. 	<ul style="list-style-type: none"> Promote communication with stakeholders. Improve external evaluation of ESG.
Step up efforts to develop and secure human resources	Development of employee skills and abilities	<ul style="list-style-type: none"> Promotion of human resource development to endure in the highly competitive environment 	<ul style="list-style-type: none"> Number of training participants "38,685" Total training cost "1,479 million yen" Time spent on training per employee "43.5 hours" Training cost per employee "85,400 yen" 	<ul style="list-style-type: none"> Starting from FY 2023, the following KPIs will be set to review the actual situation. Evolution of diverse "individuals" and building an organization driven by diversity: "Growth oriented index," "Growth realization index," and "Diversity realization index" Building a work environment that supports diverse "individuals": "Satisfaction level with working environment"
	Strengthening of personnel hiring	<ul style="list-style-type: none"> Steady achievement of the recruitment plan "Number of planned new hires for FY 2023: 470 (New hires: 400, Mid-career recruits: 70)" Increase of mid-career recruitment 	<ul style="list-style-type: none"> Number of new hires "484 (New hires: 414, Mid-career recruits: 70)" Mid-career recruiting plan "70 individuals" for FY 2023, "70" for FY 2024 	<ul style="list-style-type: none"> Number of planned new hires for FY 2024: "480 (New hires: 410, Mid-career recruits: 70)"
Firmly establish governance and observe strict compliance	Strict enforcement of compliance	<ul style="list-style-type: none"> Major social compliance violations "0" Major environmental compliance violations "0" 	<ul style="list-style-type: none"> Major social compliance violations "4" Major environmental compliance violations "2" 	<ul style="list-style-type: none"> Major social compliance violations "0" Major environmental compliance violations "0"
	Promote utilization of the Compliance Hotline	<ul style="list-style-type: none"> Compliance Hotline utilization status 	<ul style="list-style-type: none"> Number of consultations accepted at Compliance Hotline "84". Of these, the number of major compliance violations "0" 	<ul style="list-style-type: none"> Compliance Hotline utilization status
	Maintaining and strengthening governance system	<ul style="list-style-type: none"> Steady annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results Checking the status of maintenance and operation of internal control systems 	<ul style="list-style-type: none"> An effectiveness evaluation of the Board of Directors, etc. was implemented using a third-party organization. Based on the results, major future issues and direction for addressing these issues were reported to the Board of Directors. Appropriately implemented. See pages 104-113 of this Report for details. 	<ul style="list-style-type: none"> Annual implementation of effectiveness evaluation of the Board of Directors, etc. and continuous improvement based on the evaluation results Attendance rate at the Board of Directors meetings "75% or more"

See pages 33-34 of the Integrated Report for items extracted as particularly important to achieve the Medium-term Management Plan.