

# Message from an Outside Director



**Noriyuki Inoue**

Outside Director

## **I will encourage challenges for the sustainable growth of the Kansai Electric Power Group, utilizing enterprise management experience and knowledge.**

Since the 2011 Great East Japan Earthquake, the business environment around the power industry and our company has been changing at a dizzying pace. Our corporate group has directly confronted numerous issues, including supplying power stably and improving balance of income and expenditure as well as responding to the intensification of competition due to the liberalization of the retail power market. I believe that our group has been responding steadily to these issues. In particular, I view that in actively advancing not only domestic power businesses but also international and group businesses in order to establish new pillars for growth, I was able to contribute to building the current operation foundations as an outside director, utilizing my experiences that have gained in the corporate management.

Our corporate group will be challenged to respond to various environmental changes related to the sustainability of

society that include the decarbonization trend, the diversification of energy needs, the advancements of AI, IoT and other digital technologies, and the surfacing of social issues such as population decline and the aging of society. For these issues, the newly-established Kansai Electric Power Group Medium-term Management Plan (2019-2021) states that we will not be limited to just the energy field, but also face trends in every field related to social issues, environmental performance and technological innovations to provide new value only the Kansai Electric Power Group can. Even more than before, I believe that developing businesses broadly in new fields with looking outside the country is the key to improve corporate value. Deliberating with broader perspectives and making decisions quickly and suitably will become crucial for the Board of Directors, as an outside director, I would like to contribute to achieving the goals of the new Medium-term Management Plan.