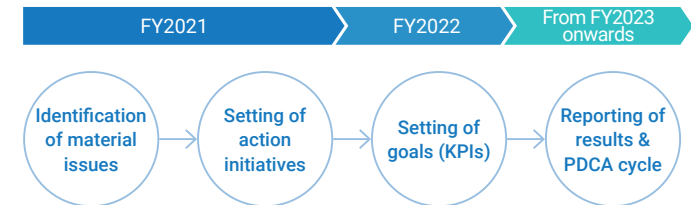


# Risks, Opportunities and Material Issues

## J-POWER Group's Material Issues

Under our Corporate Philosophy of “We will meet people's needs for energy without fail, and play our part in the sustainable development of Japan and the rest of the world,” the J-POWER Group has contributed to the achievement of an affluent society through its business activities. In 2021, we identified social issues that are important to the Group, and have identified five material issues, taking into consideration the interests of our stakeholders, the relation with our Corporate Philosophy, and the impact on our business. After preparing a materiality proposal based on third-party opinions, the Sustainability Promotion Committee and the Executive Committee discuss it, and then the Board of Directors makes a resolution. We have decided to set targets (KPIs) for 2022 and further disclose actual results in 2023, as well as to add five material issues as non-financial indicators to the evaluation indexes for executive compensation (performance-linked remuneration).

By strengthening ESG management while applying PDCA cycle of initiatives of material issues, we will work to enhance our corporate value over the medium- to long-term.



Identifying Social Issues and Needs	Main Business Environment Challenges and the Associated Risks and Opportunities		Material Issues	The Value We Create
	Risks	Opportunities		
<b>Power resilience</b>	<ul style="list-style-type: none"> <li>Stable operation of electric facilities</li> <li>Being prepared for natural disasters</li> <li>Protecting the local environment</li> </ul>	<ul style="list-style-type: none"> <li>Facility accidents from natural disasters</li> <li>Difficulty in procuring fuel (soaring resource prices, supply shortages, geopolitical risks)</li> </ul>	<ul style="list-style-type: none"> <li>Investment in aging facilities</li> <li>Investment in network facilities</li> </ul>	
<b>Changes in the business environment</b>	<ul style="list-style-type: none"> <li>Changes in the electric power business system</li> <li>Changes in society's perception of nuclear power</li> </ul>	<ul style="list-style-type: none"> <li>Revenue fluctuations due to changes in market value</li> <li>Decreasing electricity sales</li> <li>Delay in starting operations at Ohma Nuclear Power Plant</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen revenue and financial base</li> <li>Overseas business development</li> <li>Promote safe nuclear power generation business</li> </ul>	
<b>Climate change</b>	<ul style="list-style-type: none"> <li>Development of renewable energies</li> <li>Exploration of CO<sub>2</sub>-free hydrogen</li> <li>CO<sub>2</sub> reduction, Carbon Capture Storage (CCS) promotion</li> </ul>	<ul style="list-style-type: none"> <li>Profit deterioration due to CO<sub>2</sub> emissions regulations</li> <li>Difficulties in implementing CCS in society</li> <li>Difficulties in securing suitable land for renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>Development of CO<sub>2</sub>-free hydrogen</li> <li>Development of CO<sub>2</sub>-free power sources</li> <li>Network enhancement</li> </ul>	
<b>Transition to a digital society</b>	<ul style="list-style-type: none"> <li>Digital transformation (DX), cybersecurity</li> </ul>	<ul style="list-style-type: none"> <li>Cyber attacks</li> <li>Delayed use of digital technologies</li> </ul>	<ul style="list-style-type: none"> <li>Improve productivity by upgrading equipment maintenance</li> <li>Strengthen IT risk system, improve IT literacy</li> </ul>	
<b>Domestic population decline, depopulation</b>	<ul style="list-style-type: none"> <li>Human resource development</li> <li>Regional revitalization</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty in maintaining technological capabilities</li> <li>Less workers in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>Use of diverse human resources</li> <li>Improve productivity through streamlining work</li> </ul>	
<b>Growing interest in ESG</b>	<ul style="list-style-type: none"> <li>Corporate Governance</li> <li>Enforcement of compliance</li> <li>Improved information disclosure</li> </ul>	<ul style="list-style-type: none"> <li>Decline in reputation</li> <li>Increased difficulty in raising funds</li> </ul>	<ul style="list-style-type: none"> <li>Attract ESG investment</li> <li>Strengthen governance</li> <li>Strengthen compliance</li> </ul>	



Supply of energy

The J-POWER Group's corporate philosophy states, "We will meet people's needs for energy without fail, and play our part in the sustainable development of Japan and the rest of the world." As such, the supply of energy is not only the Company's main goal but also the cornerstone for addressing a number of social issues.



Response to climate change

Energy supply and climate change response are social issues that cannot be taken into consideration separately in light of the growing global concern over climate change. The J-POWER Group aims to balance stable energy supply and adaptability to climate change by leveraging its technological capabilities.



Respect for people

As the activities of the J-POWER Group are supported by our employees and other human resources, we will create an environment in which they can play an active role. We will also proactively address related social issues such as diversity and human rights.



Engagement with local communities

Large-scale energy supply projects have an impact on local communities and the environment. They are only possible with the understanding of local residents. Therefore, we will work to preserve the local environment and build relationships of trust with local communities.



Enhancement of our business foundation

We will work to ensure corporate governance and compliance as we strengthen our earnings and financial base so that we can solve social issues and increase corporate value through our business activities.

### Contributions to SDGs



Achieve enhancement of corporate value by solving social issues