The J-POWER Group’s Value Creation Process

**Social Issues**
- Stable power supply
- Energy security
- Building wide-area power networks in Japan
- Power shortages in emerging nations
- Climate change
- Atmospheric pollution and other environmental problems

**Capital Invested**
- **Financial Capital**
- **Manufactured Capital**
  - Power generation facilities in Japan and overseas
  - Power transmission and substation facilities connecting regions of Japan
- **Intellectual Capital**
  - Facility development, operation, and maintenance know-how
  - Research and development to establish new technologies
- **Human Capital**
  - Technological capabilities and their underlying human resources
- **Social and Relational Capital**
  - Relationships with local communities and other stakeholders
- **Natural Capital**
  - The wind, water, coal, forests, and other resources used for power generation

**Area of Business**
As an electric power generation transmission utility, the J-POWER Group supplies the power it generates to electric power retailers and the wholesale power trading market, through which it reaches its final users.

**Other Business, Business Creation Initiatives, Technology Development**
- Fuel procurement
- Power generation
- Transmission and transformation
- Distribution (General electricity transmission and distribution utilities)
- Retail (Electricity retailers)

**J-POWER Group Strengths**
- Stably operating, competitive power generation facilities with superior environmental technologies
- Balanced energy mix
- Strong track record in overseas business development
- Organizations and human resources

**Foundation for Value Creation**
- **E** Environmental management
- **S** Human resource development, health and safety management, social contribution
- **G** Corporate governance, compliance, risk management
### Output

#### Stable power supply

### Value Provided to Society

#### End users
- Power that supports everyday living
- Support for sustained economic growth in Japan
- Advancing economic development in emerging nations
- Helping create wide-area power networks in Japan

#### Business partners
- Affordable, stable, and high-quality power supply
- Synergy through business collaboration

#### Shareholders and investors
- Stable, ongoing shareholder returns
- Transparent IR/SR information

#### Local Communities
- Contributing to regional economic development and revitalization

#### Employees
- Workplaces that are safe, healthy, and rewarding
- Opportunities to improve abilities and labor productivity

#### Nature and the environment
- Contributing to the realization of a sustainable world through technological development aimed at the expansion of renewable energy and decarbonization
- Addressing atmospheric pollution and other environmental problems by using power sources based on sophisticated environmental technologies

### Related SDGs

<table>
<thead>
<tr>
<th>SDG</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NO POVERTY</td>
</tr>
<tr>
<td>7</td>
<td>AFFORDABLE AND CLEAN ENERGY</td>
</tr>
<tr>
<td>8</td>
<td>DECENT WORK AND ECONOMIC GROWTH</td>
</tr>
<tr>
<td>9</td>
<td>INDUSTRY, INNOVATION AND INFRASTRUCTURE</td>
</tr>
<tr>
<td>12</td>
<td>RESPONSIBLE CONSUMPTION AND PRODUCTION</td>
</tr>
<tr>
<td>13</td>
<td>CLIMATE ACTION</td>
</tr>
</tbody>
</table>