

FY2011 “Management Goals” Summary

To be a corporate group that satisfies all energy-related needs and keeps growing

Placing the highest priority on supporting rehabilitation/recovery of the areas devastated by the Great East Japan Earthquake and taking actions against large-scale disasters including securing safety of nuclear power generation, we will promote steady efforts toward realization of the Management Vision 2030, in which we state our goals for 2030.

- Our measures against large-scale earthquakes and other disasters (For more details, please see pages 2 to 5)
 - Increasing the seismic safety margin of power supply facilities
 - Further increasing the safety margin of Hamaoka Nuclear Power Plant against water exposure, preparing for emergency situations
 - Strengthening mutual support capacities among power companies (improving capacity of frequency converters, etc.)
 - Enhancing crisis management systems

[Management Vision 2030 “What We Aim For”](See p. 6)

“To be a corporate group that satisfies all energy-related needs and keeps growing”

- Under the basic principle of “satisfying all energy-related needs,” we aim to be “the top corporate group in energy services” that can be chosen by customers, by pursuing optimal energy use together with our customers.
- To ensure sustainable growth, we will create new corporate value by launching businesses overseas, making best use of the managerial resources and know-how we have cultivated in our domestic electric power businesses.

[Medium-term measures]

Mission 1 Ensure stable supply of low-carbon, high quality energy at reasonable prices (See pages 8 to 17)

Placing the highest priority on safety, we will ensure stable supply of low-carbon, high quality electric power.

For Hamaoka Nuclear Power Plant, in addition to the efforts we have made to ensure safety against earthquakes and tsunami, we will promptly implement the urgent safety measures ordered by the Minister of Economy, Trade and Industry while taking actions to prevent tsunami from entering the power plant buildings and to secure power sources, etc. with the aim of further improving safety. We will also make our best efforts to gather information concerning Fukushima No. 1 Nuclear Power Plant and take appropriate actions in response to the lessons learned from that information. Based on understanding by the residents of local communities as well as the people of Japan as a whole, we will continue to promote nuclear power generation, as an excellent power source in terms of stable supply and global environment conservation.

For thermal power plants and distribution facilities, while steadily implementing work to improve seismic safety margins, we will also promote diversification of fuel procurement sources/methods, and development of infrastructure including building of LNG tanks and installation of gas pipelines.

Furthermore, we are committed to establishing an overall business management system to ensure safe and stable power supply, through enhancing risk management in emergency situations and disasters.

From the viewpoint of global environment conservation, the entire Chubu Electric Power Group will promote expanded introduction of renewable energies such as wind power, solar power, hydro power and biomass power.

- Establishing/operating power facilities that simultaneously ensure 3E (energy security, environment, economy)

- Promotion of nuclear power generation placing the highest priority on safety
- Promoting renewable energy

- Develop wind power generation
(Omaezaki Wind Power Station, Aoyama Kogen Wind Farm additional installation, etc.)
- Develop mega-solar stations (Mega Solar Shimizu, Mega Solar Taketoyo, Mega Solar Iida)
- Implement biomass power generation (mixed combustion with woody biomass fuels at Hekinan Thermal Power Station, etc.)
- Develop hydro power generation (Tokuyama Hydropower, new maintenance flow-based generation at 2 sites)
- Improving efficiency, stability and environmental-consciousness in fuel energy use
- Introduce high-efficiency thermal power (Joetsu Thermal Power Station and Nishi-Nagoya Thermal Power Station Group No. 7)
- Improve fuel infrastructure (developing LNG-accepting piers, increasing the number of LNG tanks, installing pipelines)
- Improve stability, economy and flexibility in fuel procurement (acquiring upstream interests, trading, etc.)



Omaezaki Wind Power Station



Mega Solar Iida

Establishing rational distribution facilities on the basis of securing trust

- Ensuring stable supply of high quality electricity, taking measures against the aging of facilities
- Actions towards establishment of a next-generation power network (improving functions of power distribution equipment, etc.)

Mission 2 Become the “top corporate group in energy services” (See pages 18 to 21)

To achieve optimal energy use together with customers, we will continue to satisfy various needs of our customers. For households, we will propose services unique to electricity including Eco Cute, our main all-electric service with high energy-saving performance. For businesses, we will offer a total energy solution service, presenting solutions to the issues facing our customers such as energy saving, CO₂ reduction and cost reduction through proposing optimal combinations of electricity and gas, and their efficient operating methods.

○ Proposing new lifestyles for household customers

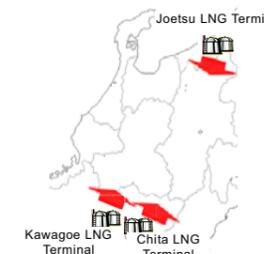
- Respond to the needs of each customer on a “one to one” basis, to help customers fully understand the advantages unique to electricity.
- Make integrated proposals involving local dealers, building contractors and group companies.
- Propose switching to electricity for condominiums and rental apartment buildings (proposing “plus one facilities” that match specific needs)

○ Proposing energy solutions for business customers

- Proposing optimal energy combinations and efficient management methods as well as heat source systems that will lead to energy-saving, CO₂ reduction and cost reduction.

(E-air conditioning, E-water supply, E-kitchen and E-plant (introducing electricity in production processes))

- Fully satisfying the needs for fuel shift (from heavy oil to gas) through integrated operation of three shipping terminals, including Joetsu LNG Terminal
- Offering total solutions through on-site energy services and ESCO businesses



Mission 3 Increase revenues through active overseas business deployment (See pages 22 and 23)

For overseas business deployment, making full use of the know-how and other managerial resources we have cultivated through domestic businesses, we will steadily deploy various energy businesses including thermal power generation, renewable energy generation and consulting services. We will strengthen our management foundation by improving technological capability and brand appeal, and further enhance our domestic energy services through these overseas businesses.

- Continued commitment to thermal power generation
- Promoting participation in renewable energy power generation
- Continued involvement in consulting businesses, exchange/cooperation promotion activities

Mission 4 Establish a business base that ensures growth (See pages 24 to 29)

Keeping strictly in mind that the trust of our customers and society is the key to our business management, we will thoroughly ensure compliance in management and work hard to fulfill our corporate social responsibilities as a good corporate citizen that provides security for everyone.

- Group-wide efforts to ensure compliance
- Enhancing group management control/internal auditing
- Securing/developing human resources that will support maintenance/handover of technologies as well as the growth of businesses.
- Enhancing communications with stakeholders
- Promoting technological research and development to support achievement of missions.