

1 Introduction

The "Chubu Electric Power Group Management Vision," which we have formulated, expresses our resolution and the vision for the corporate group that we aim for, in order to respond to the trust and high expectations of our customers as well as society, and to continue to be chosen by them, amid significant changes in the operating environment such as the electricity/gas system reforms.

As a provider of energy that is essential to our lives, the Chubu Electric Power Group will strive to "realize our unwavering mission" of providing environmentally friendly high quality energy in a safe, reasonable and stable form, and to "create new value" in view of changes of the times based on the realization of our unwavering mission.

2 Chubu Electric Power Group : "What We Aim For"

Viewing the changes in the operating environment as an opportunity for the next stage of our growth, we intend to create a "new Chubu Electric Power Group" with new ideas.

Chubu Electric Power Group : "What We Aim For"

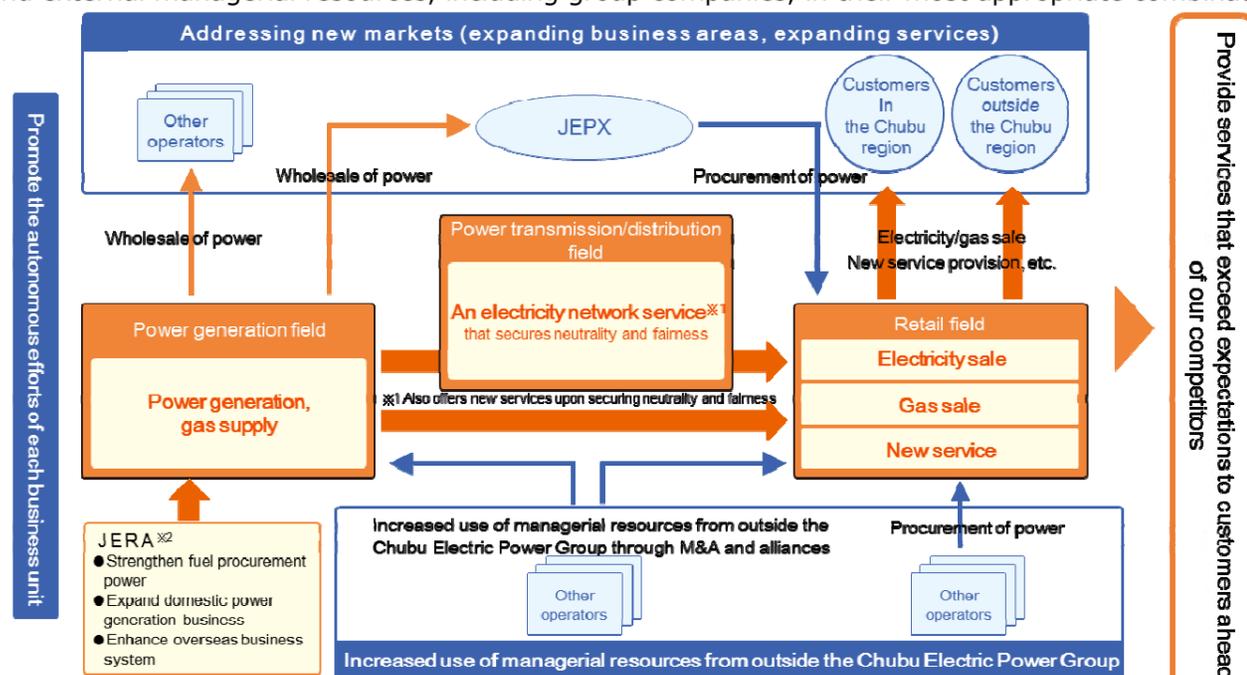
As a leading company that provides services that exceed expectations to customers ahead of our competitors, we will aim to become a **"total energy service corporate group that is one step ahead."**

New specific policies

- We will **provide environmentally friendly high quality energy in a safe, reasonable and stable form.**
- We will pursue optimal energy use together with customers and **create new and attractive products and services** ahead of our competitors.
- We will **expand our business domain both in Japan and abroad, and generate new value** by utilizing the managerial resources and know-how that we have accumulated.
- We will **brush up our top-class technological skills, service capabilities and management skills** that exceed our competitors in Japan and abroad.

3 Development of a New Business Model

Toward the realization of our vision for the company, we will promote autonomous efforts in all business units to address new markets, as well as actively seizing M&A and alliance opportunities to utilize internal and external managerial resources, including group companies, in their most appropriate combination.



※2 Joint venture between Chubu Electric and Tokyo Electric across the entire supply chain from upstream investments and fuel procurement through thermal power generation

4 Further Strengthening of Our Business Foundation

<Strict enforcement of environmental management>

To achieve the power source mix* that was presented in the government's Long-term Energy Supply-Demand Outlook, improve Japan's energy self-sufficiency rate and achieve greenhouse gas reduction targets, we intend to promote efforts toward the restart of nuclear power plants and seek continuous use of such plants, as well as enhance efforts in all stages of supply and demand such as promoting energy-saving, and continue to make efforts to realize a low carbon society.

※Long-term Energy Supply-Demand Outlook (as of 2030)
 [Energy-saving target] -17% vs before measures were taken [Power source mix] Renewable energy: 22-24%; nuclear: 22-20%; LNG: 27%, coal: 26%, oil: 3%

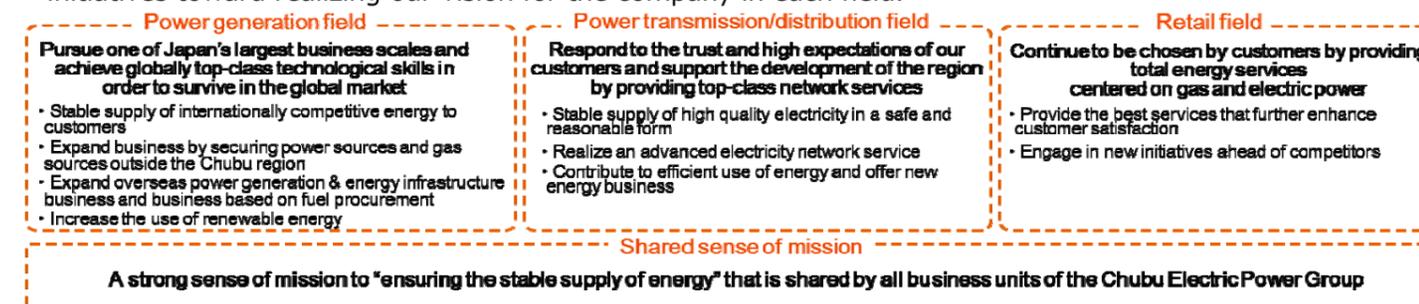
Power generation field	Power transmission/distribution field	Retail field
Continuous use of nuclear power generation	Pursue optimal energy mix, promote energy-saving	Energy-saving, CO2 reduction consulting service
Realization of a globally top-class thermal power generation efficiency		
Increased use of renewable energy	Reduction of loss rate in power transmission/distribution	A total energy solution services that proposes optimal energy use
High efficiency energy business abroad	Development and enhancement of electricity network that enables mass introduction of renewable energy; optimization of supply-demand operation	

<Use and development of advanced technology>

We will make full use of the rapid progress of technological innovations, as well as integrating and using new technologies such as ICT to bring about the strengthening and improvement of business foundations such as developing services and equipment for customers, and accelerating research & development of new energy sources.

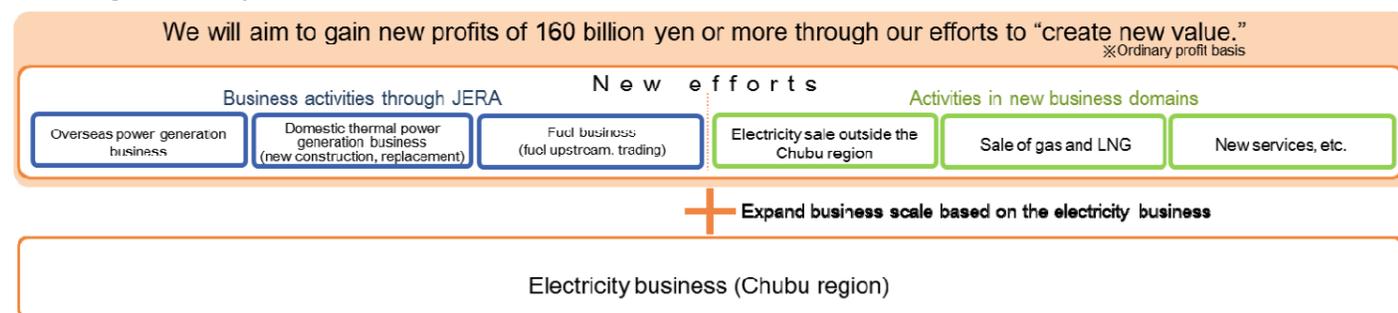
5 Vision for Each Company

Under a strong sense of mission to "ensuring the stable supply of energy," we will promote autonomous initiatives toward realizing our vision for the company in each field.



6 Quantitative Vision for Chubu Electric Power Group in 2030

Through business activities by JERA and efforts to "create new value" such as electricity sale outside the Chubu region, we will aim to gain new profits of 160 billion yen or more (as of 2030), in addition to profits from existing electricity businesses.



Based on its electricity business in the Chubu region, the Chubu Electric Power Group seeks to expand its new business domains and achieve sustainable growth as a "total energy service corporate group that is one step ahead" and that provides services that exceed the expectations of customers ahead of its competitors.