# **Contents**

### Introduction

- 01 Contents
- **02** Editorial policy

### Value Co-Creation Story

- 03 Corporate Philosophy (New Corporate Philosophy Launched in April 2025)
- 06 Message from the CEO
- 11 Value Co-Creation Process
- 12 History of Value Creation
- 14 Chubu Electric Power Group at a Glance
- 16 Toward Providing Value to Stakeholders
- 17 COLUMN: Strengthening Engagement with Shareholders and Investors
- 18 Financial and Non-Financial Highlights

## Management Strategy

- 20 Chubu Region Overview
- 21 Chubu Electric Power Group Management Vision 2.0 and Medium-term Management Plan
- 24 Materiality (Material Issues)
- 26 Toward Restarting the Hamaoka Nuclear Power Station
- 27 CFO Message

# 31 Human Resources Strategy

# Sustainability

- 38 Striving to Balance the Global Environment and Business
- 49 Respect for Human Rights
- 50 CSR-based Procurement
- 51 Coexistence with Local Communities

# Maximizing Provided Value and Returns

- 52 Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station
- 56 Renewable Energy Business
- 58 Chubu Electric Power Grid Co., Inc. (Power Transmission/Distribution Division)
- 60 Chubu Electric Power Miraiz Co., Inc. (Sales Division)
- 62 JERA (Fuel Procurement and Power Generation Business)

### New Value Creation

### **Growth Through Business Activities**

- 64 Global Business
- 66 New Growth Fields
- 68 Regional Infrastructure Business
- 70 Real Estate Business

## Technology for Supporting Growth, etc.

- 72 Promotion of Digital Transformation (DX)
- 73 Promotion of Kaizen Activities
- 74 Technology Research and Development and Intellectual Property

# Sources of Value Creation (Governance, etc.)

- 76 Message from the Chairman of the Board of Directors
- 78 Message from the External Director, Audit and Supervisory Committee Member
- 80 Chubu Electric Power Group Corporate Governance Report
- 89 Ensuring Compliance Management
- 91 Risk Management
- 92 Initiatives to Strengthen Cybersecurity

## Data

- 93 Ten-Year Operating and Financial Statistics
- 95 Business Results, Financial Condition, etc., for FY2024
- 103 Corporate Data
- 104 Associated Companies



### Thoughts embodied in the cover

On the cover, we express in an integrated manner the "bright and happy future full of energy" envisioned by our new corporate philosophy and our corporate slogan, "Musubu. Hiraku." (Connecting. Exploring.)

Corporate Philosophy

# **Connecting People and Society, Creating Energy for Happiness**

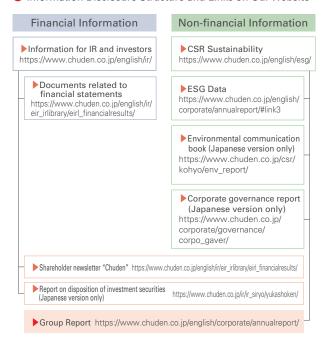
The Chubu Electric Power Group connects people with people, and people with society. Together with our customers, our communities, and everyone who lives on this planet, we take on the challenge of creating a bright and happy future full of energy.

### Corporate Slogan

# むすぶ。ひらく。

Our corporate slogan embodies our desire to continue to support communities by connecting (むすぶ。Musubu) people to people and people to society, with which we desire to explore (ひらく。Hiraku) the human potential and the future.

### Information Disclosure Structure and Links on Our Website



# **Chubu Electric Power Group Report 2025**

(Integrated Report)

# **Editorial policy**

This report is issued as an Integrated Report that provides comprehensive coverage of both financial and nonfinancial information and has been prepared in reference to various guidelines and with the group-wide cooperation of the divisions and departments concerned across the company, with the aim of explaining how financial and non-financial information is linked to the Chubu Electric Power Group's sustainable value creation. The purpose of this report is to (1) report the actual performance during the reporting period as results of our business activities and (2) provide an understanding of the sustainable growth process of the Chubu Electric Power Group and its feasibility.

FY2025 is positioned as the final year of our Medium-term Management Plan and as

a milestone toward realizing our management vision. This report outlines our stance and initiatives as a corporate group that continues to grow together with our stakeholders by steadily securing profits, promoting transformation of our business structure, and fulfilling our unwavering mission to deliver high-quality energy that is safe, affordable, and stable—with consideration for the global environment, including decarbonization and biodiversity—even amid a highly volatile business environment.

We will make continuous efforts to improve the report as an important tool to promote communication and dialogue with our stakeholders.

## Date of publication

August 2025 (Next report: scheduled for August 2026; previous report: August 2024)

# Organizations covered by the scope of the report

Chubu Electric Power Co., Inc. and associated companies

# Reporting period covered

Fiscal year 2024 (April 2024 through March 2025)
This report also includes information regarding some important events and activities that occurred outside the above period.

### Guidelines used as references:

GRI, GRI Standards

IFRS Foundation, International Integrated Reporting Framework IFRS Foundation, SASB Standards

The Ministry of Economy, Trade and Industry, Integrated disclosure and interactions guidance for co-creation of values 2.0 TCFD: Task Force on Climate-related Financial Disclosures TNFD: Taskforce on Nature-related Financial Disclosures. etc.

### Inclusion in SRI indexes

As of July 2025, Chubu Electric Power is included in the following four ESG indexes adopted by the Government Pension Investment Fund (GPIF).



Structure of this report aimed at enhancing corporate value to support investment decisions



Caution concerning forward-looking statements

The future plans and forecasts described in this report are based on information the Company possesses at the present time and involve potential risks and uncertainty. Therefore, actual performance or business developments in the future may differ from those described.

Examples of potential risks or uncertainty include, but are not limited to, changes in the economic or competitive circumstances affecting a business sector, fluctuations in fuel prices, or changes in laws or regulations.