Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station

We will work with all our efforts toward the early restart of the Hamaoka Nuclear Power Station, ensuring thorough communication with the local community and prioritizing safety above all else.

Ihara Ichiro
Executive Vice President
General Manager of Nuclear Power Division and CNO*
*CNO: Chief Nuclear Officer

With a strong determination never to repeat an accident similar to the one that occurred at the Fukushima Daiichi Nuclear Power Station, we are voluntarily putting in place safety improvement measures at the Hamaoka Nuclear Power Station. Units 3 and 4 are currently undergoing a review to confirm conformance with the new regulatory standards.

In September 2023, the standard seismic motion was deemed generally appropriate, and in October 2024, the standard tsunami was similarly evaluated. Subsequently, in December 2024, the plant-related review began, and the examination is steadily progressing.

We are also setting up a disaster prevention system and enhancing education and training programs internally while strengthening the cooperation with national and local governments for constant improvement of our emergency responses including the evacuation of residents.

In order to secure a stable energy supply for the future while responding to such issues as fluctuations in fossil fuel prices and global warming, Chubu Electric Power believes that it is essential to operate nuclear power generation continuously as an important power source.

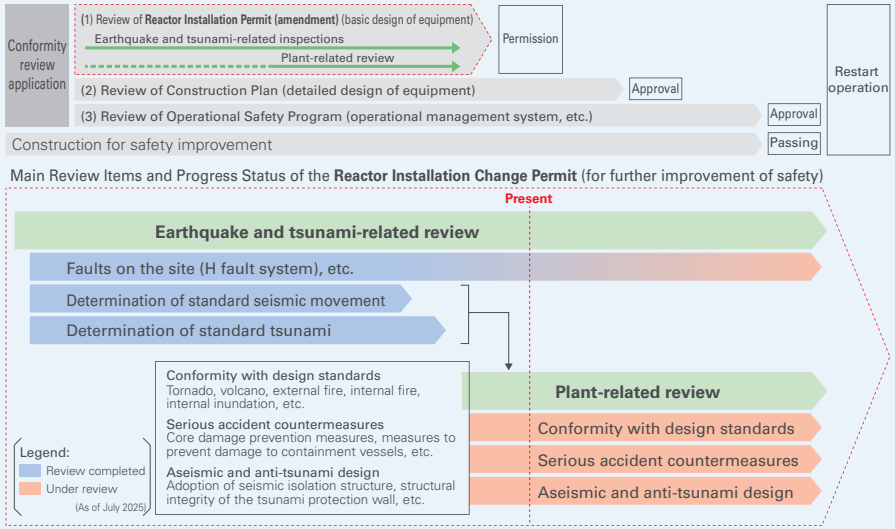
We will continuously make every effort to ensure early compliance with the new regulatory standards and work diligently to gain the understanding and trust of the local community.

Responding to reviews for conformity to new regulatory requirements

Based on reflections and lessons learned from the accident at the Fukushima Daiichi Nuclear Power Station, the Nuclear Regulation Authority was established and new regulatory requirements were enforced (July 2013).

Reviews to confirm conformity to the new regulatory requirements include (1), (2), and (3) shown in the diagram below and the Nuclear Regulation Authority will implement these incrementally after the application is received from the utilities.

Since the standards of seismic motion and tsunami (those standards will ensure the seismic and tsunami safety for facilities that are crucial in terms of safety) that are generally confirmed during the earthquake and tsunami-related inspections have been finalized, the Nuclear Regulation Authority has started plant-related inspections based on the results of the earthquake and tsunami-related inspections. A stratum with a clear age indicator has been discovered overlying the fault on the site (H fault system), and smooth progress in the future review process is expected.



Standards of Seismic Motion and Tsunami

In September 2023, the standard seismic motion and in October 2024, the standard tsunami were deemed generally appropriate and finalized.

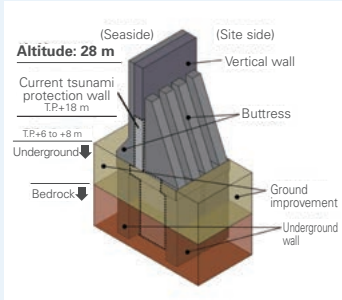
Evaluation Items	Evaluation Results
Standard Seismic Motion	1200 gal 2094 gal*1
Standard Tsunami	T.P.+25.2 m*2

*1 Individual evaluation was conducted around Unit 5, taking into account the significant amplification of seismic motion observed during the 2009 Suruga Bay Earthquake.
*2 Maximum water level in front of the site.

Changes to the design policy for tsunami protection walls and other structures

Against the standard tsunami, the design will ensure that uprush waves do not reach or flow onto the ground surface through tsunami protection facilities (such as tsunami protection walls).

The existing tsunami protection wall with a height of T.P.+22 m will be raised to T.P.+28 m, with a revised design policy for an even more robust structure.



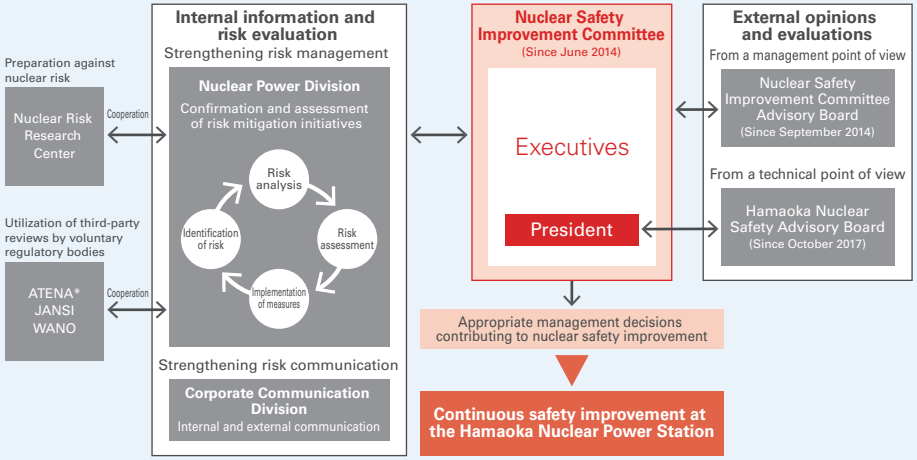
Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station

Activities to reduce risks

The Hamaoka Nuclear Power Station has always worked to improve the safety level of its operation by applying the latest knowledge.

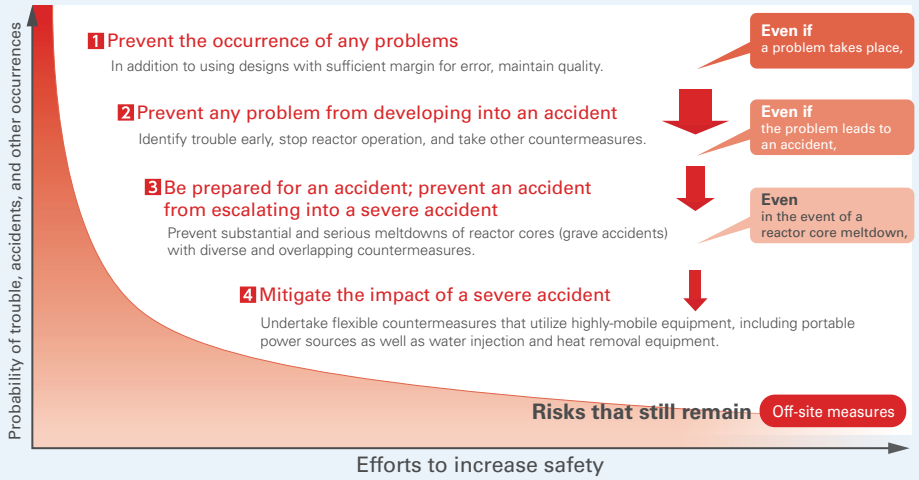
Additionally, since the accident at the Fukushima Daiichi Nuclear Power Station, we will not only ensure compliance with the new regulatory standards but also address risks such as radiation accidents and make efforts to minimize the risks, and promote voluntary and ongoing initiatives to improve safety.

Governance structure



* ATENA: Atomic Energy Association, JANSI: Japan Nuclear Safety Institute, and WANO: World Association of Nuclear Operators

(On-site) Initiatives to reduce risk within the power station (image)



Strengthening governance

We have established a framework whereby management led by the President analyzes and assesses nuclear safety risks, and monitors and appropriately deliberates the details of the safety measures. We have also established a system under which outside experts provide advice on these initiatives from a management and an on-site technical perspective.

Strengthening risk management

Previously, we had addressed problems and human errors that had materialized as risks but we have recently expanded the scope of risk assessment to various information including the status of the equipment at the power stations and observations on the activities in order to initiate improvements before the risks actually materialize, thereby preventing incidents before they occur. By also utilizing the new examination system introduced from FY2020, which focuses on voluntary safety management, we are improving safety by combining independent initiatives as a nuclear operator with regulatory activities that oversee and assess such initiatives.

We are not only ensuring compliance with the new regulatory standards but also implementing safety improvement measures in order to minimize risks as much as possible.

Present status of reactors at the Hamaoka Nuclear Power Station (As of July 1, 2025)

Unit (Commenced operations)	Output (MW)	Present status
Unit 1 (March 1976)	(540 MW)	● Decommissioning process underway: Dismantling of surrounding equipment and the decontamination of the reactor are underway one after another. (Operation discontinued on January 30, 2009)
Unit 2 (November 1978)	(840 MW)	
Unit 3 (August 1987)	1,100 MW	● The Nuclear Regulation Authority is currently investigating and confirming compliance with new regulatory standards. ● Safety improvement measures are currently being implemented.
Unit 4 (September 1993)	1,137 MW	
Unit 5 (January 2005)	1,380 MW	● Preparing applications for investigation and confirmation of compliance with new regulatory standards ● Safety improvement measures are currently being implemented.

Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station

Responses inside the power station

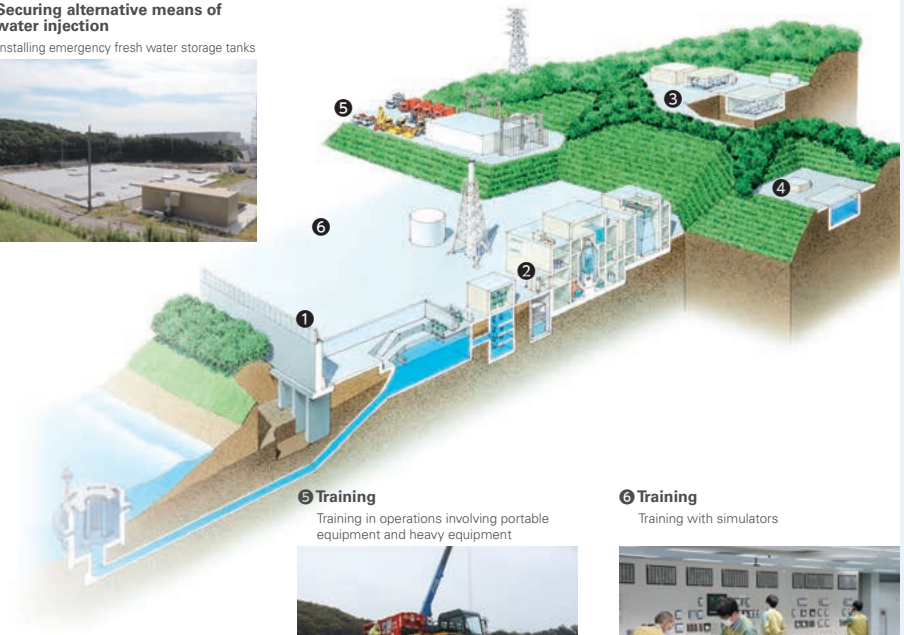
We are strengthening diverse and overlapping measures for facilities (① to ④ shown in the diagram below) in order to prevent accidents from occurring as well as being prepared when accidents occur and taking measures to strengthen our on-site response capabilities so that the facilities function effectively. Specifically, an "Emergency Response Force" has been established as a specialized organization for initial accident response, and training using portable equipment is being conducted (⑤ shown in the diagram below). In addition, training using a simulator is also being conducted to improve operational skills in the main control room. (⑥ shown in the diagram below)

❶ Preventing the flooding of the premises
Installing tsunami protection wall

❷ Preventing the flooding of the buildings
Installing reinforced doors and watertight doors

❸ Securing alternative means of supplying power sources
Installing gas turbine generators for emergencies

❹ Securing alternative means of water injection
Installing emergency fresh water storage tanks



❶ to ❻ are examples of our activities.

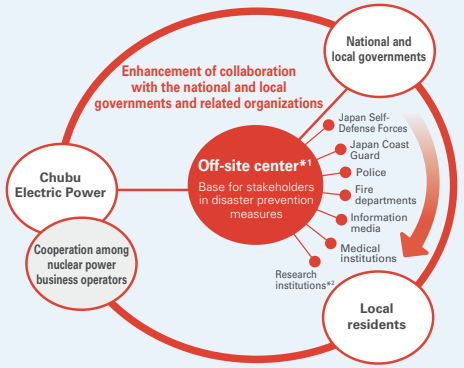
❺ Training
Training in operations involving portable equipment and heavy equipment

❻ Training
Training with simulators

Responses outside the power station

While we promote initiatives to reduce risks by strengthening governance, risk management, and facility countermeasures/on-site response capabilities, we recognize that some risks may remain. Hence, we have been strengthening cooperation with national and local governments, relevant agencies, and nuclear power business operators to prepare for any nuclear disaster including the release of radioactive materials.

Relationship with the national and local governments and related organizations in an emergency



*1 A local emergency operation center sets up at off-site far away from on-site to implement emergency measures during nuclear emergency situation.
*2 Japan Atomic Energy Agency (JAEA), etc.

Collaborative drill with the national and local governments and related organizations (January 2025)

Collaborative drill with Tokyo Electric Power Company Holdings, Inc. (February 2025)

Collaboration and cooperation with Omaezaki City, Makinohara City, Kakegawa City and Kikugawa City

Chubu Electric Power has entered into a three-party agreement of ensuring the safety of persons requiring evacuation assistance* with Omaezaki City and Makinohara City. Chubu Electric Power has also entered into a similar agreement with Kakegawa City and Kikugawa City individually. We have been strengthening mutual cooperation through joint training with local governments.

* Elderly and other persons who cannot evacuate on their own and need assistance

Transport drill for persons requiring evacuation assistance conducted in collaboration with Omaezaki City (December 2024)

Transport drill using welfare vehicles in collaboration with Kikugawa City (October 2024)

Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station

Strengthening risk communication

By utilizing various opportunities, we explain our efforts made at the Hamaoka Nuclear Power Station. At the same time, we conduct ongoing activities to listen to the voice of local residents and respond earnestly to their concerns, questions, and opinions.

Power station tours

We host tours of the Hamaoka Nuclear Power Station for local residents and companies in the areas around the power station to explain a mechanism of nuclear power generation and other related topics and provide an opportunity for them to actually see the station's safety improvement measures on-site.

Opinion-exchange meetings and briefings

We hold opinion-exchange meetings with local residents in the areas around the power station to talk about questions and concerns about nuclear power generation and other matters of interest in a group work format to deepen mutual understanding. We also provide briefings on the latest status of the power station at meetings of local residents' associations and other occasions.

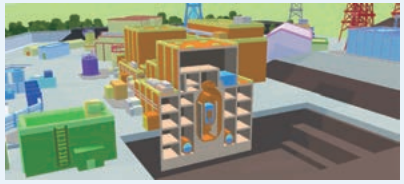
Power plant "caravans"

We address questions and concerns related to energy and the Hamaoka Nuclear Power Station that visitors may have at locations such as the Hamaoka Nuclear Power Museum, regional commercial facilities, and events.

Hamaoka Nuclear Power Station Virtual tour renewal

The "Hamaoka Nuclear Power Station Virtual Tour" published on our website has been renewed.

You can enjoy viewing the safety improvement measures at the Hamaoka Nuclear Power Station through colorful designs and 3D visuals.



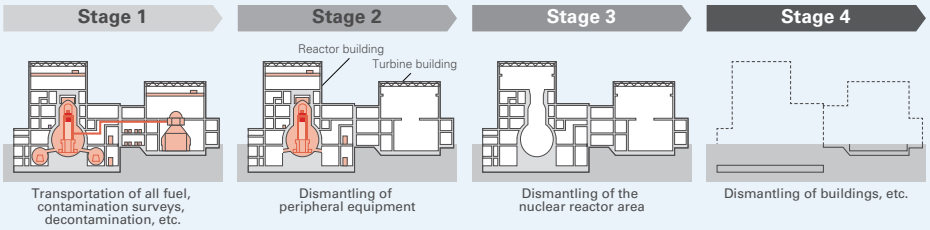
Hamaoka Nuclear Power Station Virtual Tour (Japanese version only)

Status of decommissioning of the Hamaoka Nuclear Power Station Units 1 and 2

Starting from fiscal 2024, the third stage of decommissioning Units 1 and 2 of the Hamaoka Nuclear Power Station began. In this stage, dismantling of the reactor area has begun, and internal structures within the reactor and the reactor pressure vessel are being dismantled.

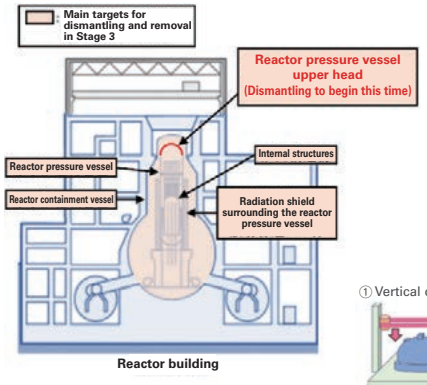
Furthermore, efforts will continue to utilize the clearance system to reduce and recycle dismantled waste materials, aiming to minimize environmental impact.

In the future, based on the premise of ensuring safety, Chubu Electric Power will continue to steadily proceed with decommissioning as the front-runner responsible for Japan's first decommissioning of a commercial light water reactor.

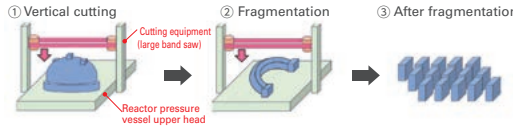


TOPICS

On March 17, 2025, dismantling of the reactor pressure vessel upper head of Hamaoka Unit 2 began, marking the start of dismantling and removal work in the third stage of decommissioning.



Scene of the removal of the reactor pressure vessel upper head



Flow of dismantling the reactor pressure vessel upper head (outline)

Renewable Energy Business

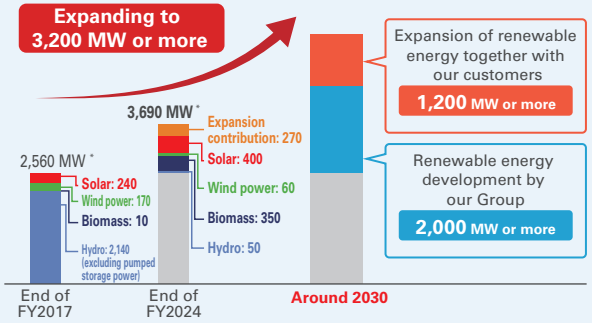
Development and popularization of renewable energy and power generation business based on renewable energy sources

We will promote the stable operation of existing hydropower and further expansion of renewable energy sources, contributing to the realization of a carbon-free society.

Nakahata Tadashi

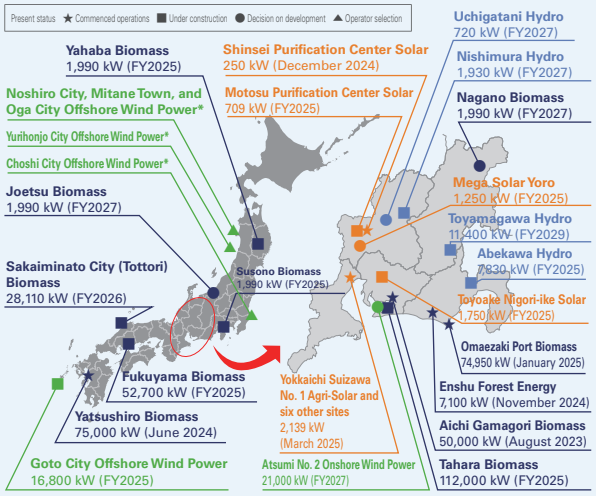
Senior Managing Executive Officer,
President Renewable Energy Company

● Renewable energy expansion targets (including ownership, construction, and maintenance)



*Capacity includes Group companies (after decision on development)

● Major development locations (As of March 31, 2025)



*Development and investment by group companies

Business environment (opportunities and risks)

The Seventh Strategic Energy Plan announced in February 2025 set a target of introducing up to approximately 600 TWh of renewable energy by FY2040 and outlined support measures for next-generation renewable energy technologies, accelerating efforts toward making renewable energy a main power source. In addition, against the backdrop of responses to social responsibility and the strengthening of international regulations, customer demand for decarbonized energy is steadily increasing.

On the other hand, domestic power development faces risks such as stagnation in development speed and decline in profitability due to a decrease in suitable sites as well as changes in the business environment, including rising prices and grid constraints. Furthermore, even in existing hydropower, there are concerns that intensifying natural disasters, progressing dam sedimentation, and aging equipment may impact profitability. In addition, from the perspective of securing labor, challenges include the declining working population in Japan and depopulation in mountainous power plant areas.

Amid these environmental changes, we recognize that the importance of providing renewable energy value tailored to diverse customer needs and development in harmony with local communities, which we have continuously pursued so far, is increasing, and we believe this will lead to sustainable growth and expanded business opportunities for our company.

Progress and review of Chubu Electric Power Group Medium-term Management Plan

Progress and outlook for the further renewable energy expansion target of 3,200 MW or more by around 2030

As of the end of FY2024, progress against the target of 3,200 MW or more by around 2030 stands at 1,130 MW (progress rate 35%). To achieve the target, we are working on both developing renewable energy power sources within our Group and expanding renewable energy with our customers.

Against our Group's renewable energy power development target of 2,000 MW, progress as of the end of FY2024 was 860 MW (progress rate approximately 43%). Although the difficulty of developing new power sources is increasing, we will actively promote the development of new power sources—offshore wind, onshore wind, solar, biomass, geothermal, and hydro—nationwide, based on securing economic feasibility.

Also, against the renewable energy expansion target of 1,200 MW pursued together with customers, demand for procurement from renewable energy dedicated power sources such as onsite PPAs and offsite PPAs is increasing on the customer side, and as of the end of FY2024, progress was 270 MW (progress rate approximately 22%). We will accelerate initiatives that can contribute to new renewable energy additionality together with our customers according to their needs and challenges to achieve the target.

Progress and outlook for strategic investment (renewable energy) totaling 100 billion yen in FY2022-2025

The cumulative amount of strategic investment in renewable energy in FY2022-2024 reached about 70 billion yen. To achieve the target for FY2022-2025, we will steadily invest after carefully evaluating profitability and risk for each project.

Initiatives for growth and future business development

Maximizing the value of the hydro business

Our hydro business has contributed to the stable supply of electricity while coexisting with the local community by utilizing abundant water resources in the Chubu region. Going forward, to simultaneously contribute to decarbonization for customers and local communities and improve profitability, we are advancing the following initiatives:

- We aim to build an optimal equipment portfolio through appropriate maintenance management and large-scale renovations.
- By formulating maintenance plans based on the failure risks and their impact for each power plant, advancing maintenance sophistication through DX such as automatic anomaly detection using image analysis technology, and improving equipment to be disaster-resilient, we aim to realize effective and efficient maintenance and improved equipment utilization rates.
- By developing a hydro planning support system using AI to improve the accuracy of predicting water inflows to dams, we aim to realize optimal generation planning and operation that contribute to improved profitability.

Responding to customer and regional needs

Customer needs for renewable energy are becoming increasingly sophisticated and diverse, going beyond mere decarbonization to include support for regional renewable energy expansion and responses to international initiatives. We are promoting renewable energy expansion through power source development that accurately captures these needs.

With customers who have a strong interest in the spread of renewable energy, we use corporate PPAs (power purchase agreements) and collaborate from the early development stages in business development.

Furthermore, in the biomass and hydro fields, we have acquired third-party certification related to sustainability and supply electricity in compliance with the international framework "RE100," which aims to cover 100% of power used in business activities with renewable energy.

Going forward, as a power generation company, we will continue developing flexible and highly reliable renewable energy power sources.

Example of initiatives

In April 2025, we started commercial operation of the Abekawa Hydro Power Station, a run-of-the-river hydroelectric power plant with an output of 7,830 kW. The environmental value created by this plant is delivered mainly to customers in Shizuoka Prefecture. By continuously providing environmental value derived from renewable energy power sources to customers over the long term, we aim to realize stable business operations and further expand renewable energy development.

Abekawa Dam

Expanding renewable energy

The role of renewable energy is becoming increasingly important for realizing a carbon-free society. Utilizing the technological capabilities and development know-how cultivated so far, we are actively promoting renewable energy introduction nationwide. Through flexible development suited to the characteristics of power sources, we will contribute to realizing a carbon-free society.

[Offshore wind farms]

Since it has high potential domestically and is a promising power source that can contribute to renewable energy expansion, we will examine development possibilities at candidate sites.

In June 2024, a consortium, with our group company C-TECH as the lead company, was selected as the demonstrator for a floating offshore wind power demonstration project solicited by the New Energy and Industrial Technology Development Organization (NEDO). Through this demonstration, we will acquire knowledge of floating offshore wind power and proceed with considerations for future development expansion.

[Onshore wind power]

In addition to the region, we will develop in areas nationwide with excellent wind conditions and have built a maintenance system in cooperation with group companies for the onshore wind power plants currently in operation, continuing stable operations.

[Solar]

Since the development period is short and early expansion of renewable energy is possible, we are promoting high-potential large-scale agricultural solar projects and accelerating new development of small-scale solar power plants through the full acquisition of the JENEX GROUP. We are also considering the early practical application of perovskite solar cells, which are expected to expand installation locations such as building exterior walls, while monitoring technology establishment status and economic viability.

[Biomass]

We will thoroughly prevent troubles in projects under operation or construction and aim to improve operating rates.

Moreover, biomass power generation using domestic timber is a power source contributing to the realization of a recycling society through effective use of domestic forest resources and coexistence with local forestry, so we will focus development on projects using domestic timber.

[Geothermal]

Since it has high potential domestically and is a stable power source that serves as baseload unaffected by weather or day-night cycles, we will reliably conduct initial surveys and consider development using government geothermal frontier projects. We will also consider introducing next-generation geothermal technologies such as closed-loop systems.

Yatsushiro Biomass Power Plant

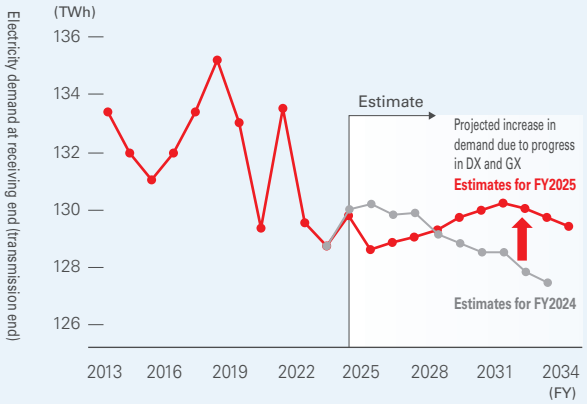
Minokamo Biomass Power Plant

Chubu Electric Power Grid Co., Inc. Providing power transmission/distribution business and electric power network services

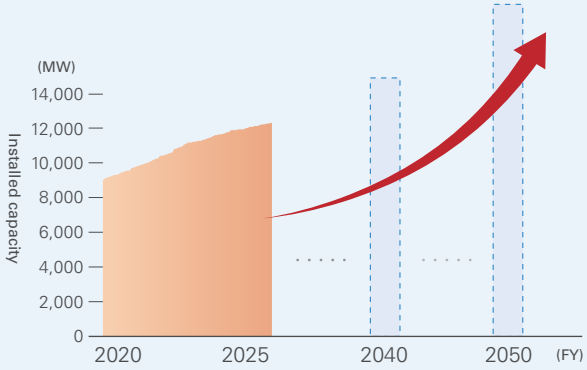
With the stable supply of electricity as our foundation, we aim to deliver safety and security to local customers while also providing a variety of values and services. In doing so, we strive to achieve sustainable growth together with our stakeholders.

Shimizu Ryuichi
Chubu Electric Power Grid Co., Inc.
President & Director

● Trends in Power Demand (at Transmission End)



● Current Solar Power Generation Capacity in Our Network and Future Outlook



Business Environment (Opportunities and Risks)

The outlook for electricity supply and demand is undergoing significant changes over the medium to long term. This is due to a variety of factors such as the expansion of distributed energy resources (DER), including renewable energy sources and storage batteries, and the growing momentum for increased demand from large-scale, high-operation-rate facilities such as data centers and semiconductor plants. To ensure a stable supply while achieving decarbonization in the future, we must upgrade to a next generation power grid.

Customer needs related to energy continue to diversify, and we see this as an opportunity to build business models that can generate new revenue beyond the transmission business. By leveraging the technologies and know-how cultivated through our transmission operations and our connections with local communities, we will promote initiatives that utilize the resources held by our Group—people, equipment, know-how, and data.

On the other hand, there are challenges that stand in the way of stable supply. These include increasingly severe natural disasters, aging transmission and distribution facilities, changes in the power portfolio resulting from large-scale introduction of renewables, and institutional and market shifts such as the increasing complexity of supply-demand balancing markets.

We are also aware of the risks of heightened volatility following the introduction of the revenue cap system, such as rising labor costs and prices of equipment and materials, and the transition to market-based procurement for balancing capacity.

Progress and Review of Chubu Electric Power Group Medium-term Management Plan

Management targets: Ordinary income of 20-30 billion yen

For FY2024, ordinary profit is expected to reach approximately 47.5 billion yen. While labor costs and equipment/material price hikes led to increases in repair and outsourcing costs, the growth in area-wide demand contributed to increased transmission revenue, resulting in about 14.5 billion yen more than the 33 billion yen profit assumed when applying for transmission rates.

Even under a challenging environment—marked by rising repair costs due to higher labor and equipment/material costs and volatile financial outcomes related to supply-demand balancing markets—we will continue efforts to secure ordinary profit. Under the revenue cap system, we will contribute to better institutional design by voicing our views as a business operator through venues such as national councils, to ensure sound financial and operational structures. We will also strive to enhance productivity through efficient securing of balancing capacity to suppress and stabilize related costs, prioritizing and evaluating the cost-effectiveness of investments, reducing costs through accumulated facility knowledge and technological innovation, and promoting continuous Kaizen activities.

Building various energy platforms

In response to the growing integration of diverse energy sources, particularly renewables, as well as the simultaneous need to accommodate both demand increases driven by GX and DX and demand decreases due to depopulation and energy saving, we are advancing the next-generation transformation of the grid. We aim to build an energy platform centered on the power network that connects power plants and customer facilities, enabling all grid users to safely and securely exchange energy and data, and contributing to the realization of a future vision for the region.

Chubu Electric Power Grid Co., Inc.

Initiatives for Growth and Future Business Development

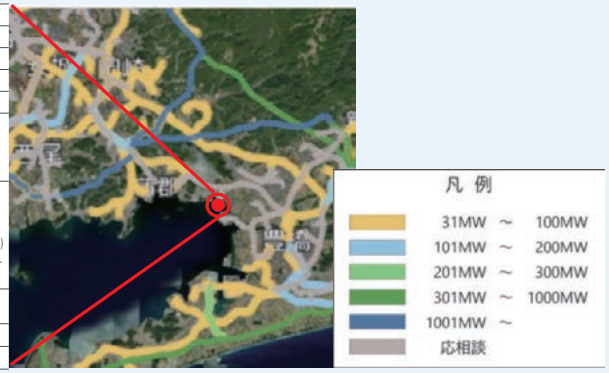
Next-generation grid development for balancing stable supply and a decarbonized society

[Maintaining and developing the power grid to ensure long-term stable supply]
Even amid significant changes in the medium- to long-term outlook for electricity supply and demand in the Chubu region, we are strengthening efforts to achieve both stable power supply and decarbonization into the future through next-generation grid development. Specifically, we are expanding facilities to increase power interchange with other regions and optimizing facility development to respond to regional conditions such as increasingly complex power flows due to the growth of DER.

[Responding to the advancement of industrial structures accompanying GX/DX]
Data centers, which are essential for utilizing DX and AI, must be regionally decentralized in consideration of the uneven distribution of decarbonized power sources and the need for resilience. It is important to promote their location in regions desirable from a power infrastructure perspective and to plan the development of the necessary next-generation communication infrastructure in a consistent manner. As part of building and operating a framework to encourage proactive and planned grid development in suitable locations in coordination with local governments and other relevant bodies, we have been making proposals and gathering customer needs to solve related issues. Going forward, as momentum builds for large-scale, high-operation-rate demand such as data centers and semiconductor plants, we will enhance the "Welcome Zone Map" as a gateway to attract interest in the Chubu area. We will use this as a communication tool with customers seeking special high-voltage supply and local governments, and strive to provide better interconnection services, thereby contributing to economic growth in the Chubu area.

Welcome zone map in Chubu

Land name	○○ City △△
Address	・・・
Total area (ha)	・・・
Saleable area (ha)	・・・
Zoning	Industrial-only zone
Access	[Railways]・・・ [Highways]・・・ [Ordinary roads]・・・
Power supply	[Voltage] 77 kV [Capacity] About 20 MW [Construction period] Approx. 12 months (for overhead lines) Capable of supplying two special high-voltage circuits
Water supply (irrigation water)	Tap water: Available
Gas	City gas supply available
・・・	・・・



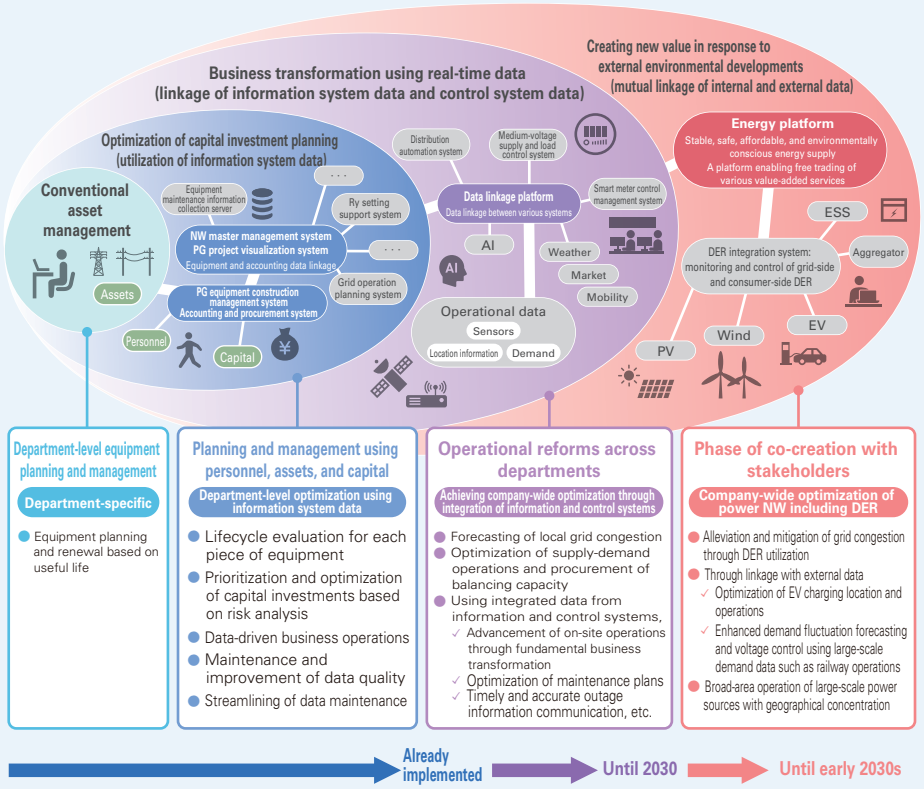
Information on the Welcome zone map in Chubu

Business advancement and efficiency improvement through data utilization

We are developing a platform for the integration and utilization of diverse data.

Currently, we are promoting company-wide optimization by linking information systems and control system data. Initiatives include congestion forecasting for local grids using real-time data, optimizing supply-demand operations and balancing capacity procurement, and optimizing maintenance plans using integrated information/control system data.

Going forward, we aim to realize new value creation by enhancing external collaboration according to external environmental developments—for example, guiding the use of DER to avoid grid congestion and optimizing EV charging locations and operations through linkage with external data.

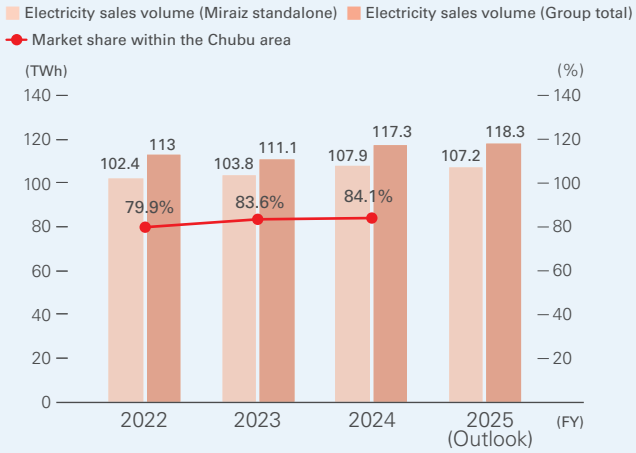


Chubu Electric Power Miraiz Co., Inc. Wholesaling of electricity/gas and providing various services

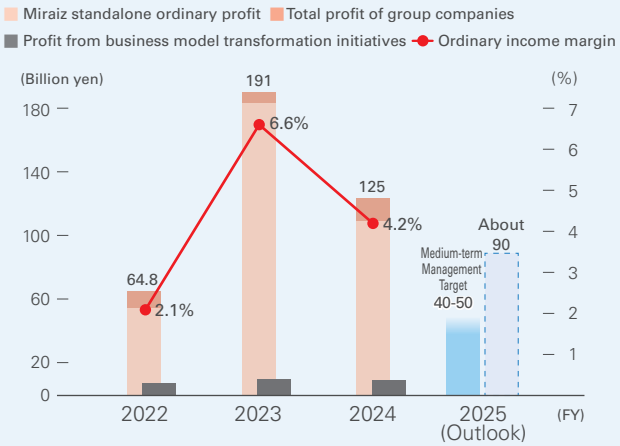
Lighting the future of local communities together with customers and creating vibrant and thriving communities

Kamiya Hironori
Chubu Electric Power Miraiz Co., Inc.
President & Director

Trends of Electricity Sales Volume and Market Share



Profit Trends



Note: Profit from business model transformation includes profits from areas outside of traditional energy sales and also encompasses group company profits.

Business Environment (Opportunities and Risks)

In the energy domain, customer needs are diversifying, particularly in relation to decarbonization. In the 2030s, the progress of electrification—such as EVs, heat pumps, and electric furnaces—and the development of decarbonization technologies such as hydrogen production and CO_2 capture are expected to result in an overall increase in electricity demand that surpasses the reductions from energy conservation. This has led us to forecast that electricity demand in the Chubu area will rise over the long term. Additionally, we anticipate growing expectations for services that are optimized to meet diverse customer needs, initiatives toward decarbonization solutions, and contributions to sustainable community development. Providing added value by leveraging our Group's customer base and services presents opportunities for enhancing profitability.

On the other hand, fluctuations in fuel and market prices pose risks that may impact earnings. As power sources become more fluidly distributed, the value-added from electricity and gas retailing alone is declining, and we expect competition to intensify further. We recognize the urgent need not only to focus on energy retail as a foundation but also to create and provide the new value through business model transformation.

Progress and Review of Chubu Electric Power Group Medium-term Management Plan

FY2025 management targets: Ordinary income of 40-50 billion yen

Compared to FY2023, when we revised our management targets, we expect ordinary profit for FY2025 to exceed those targets due to factors including a projected continued decline in wholesale electricity market prices.

Energy sales results

In FY2024, the combined electricity sales volume of our company and group companies reached 117.3 TWh, a year-on-year increase of 6.1 TWh, due to contract acquisition both inside and outside the Chubu area and increased electricity demand driven by high summer temperatures. Gas and LNG sales volume declined by 70,000 tons from the previous year to 1.49 million tons. Going forward, we aim to build a sales system that responds to changing energy demand—including expansion in the procurement and sale of renewable energy—while continuing to meet customer needs.

Further acceleration of business model reform

In FY2024, we established a joint venture with ENECHANGE, actively pursuing strategic investments that contribute to future profit generation. Toward FY2030, we will focus our investments on expanding the value chain, strengthening customer relationships, and reinforcing our earnings base. Through business model transformation, we will work to generate greater value and expand profits.

Chubu Electric Power Miraiz Co., Inc.

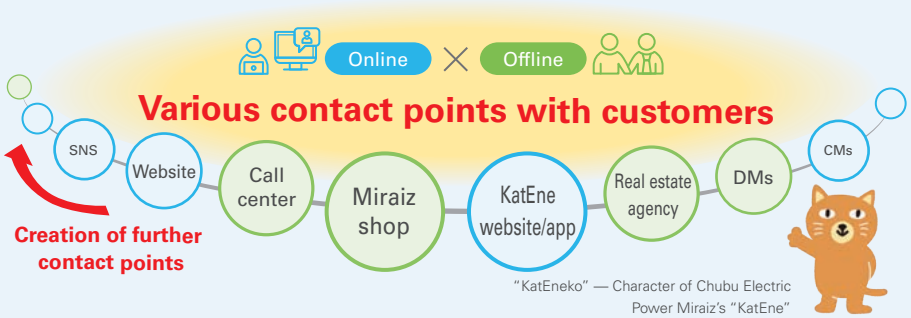
Initiatives for Growth and Future Business Development

With the key concepts of "Delivering," "Connecting," and "Getting close," we aim to become a comprehensive service provider that is trusted by local customers and business partners. Through multi-utility × solution services, we deliver the new value to customers' daily lives and businesses, fulfilling the front-line marketing function of the Chubu Electric Power Group.

Aligned with the renewal of our corporate philosophy in April 2025, we have established our mission as: "Lighting the future of local communities together with our customers and creating vibrant and thriving communities."

Providing optimal energy and services to each customer

To meet the increasingly intense competition in the energy sector, we will combine digital contact points—including apps and the web—with in-person channels to provide services that meet customer expectations and needs, with "KatEne" at the core.



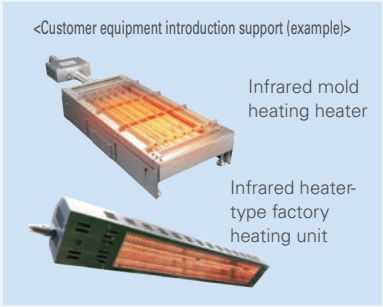
We are also advancing data-driven marketing (DDM), which involves making decisions based on objective evidence drawn from data. Furthermore, by combining these with new customer acquisition initiatives such as the bank service "KatEne BANK," we aim to provide services optimized for each individual customer.

For customers outside the Chubu area, we will continue delivering essential energy and attractive services in collaboration with our group companies.

Becoming customers' decarbonization partner ahead of competitors

We recognize the need to further accelerate "business model reform" to respond to increasingly diverse customer needs, including decarbonization.

To this end, we aim to build long-term relationships of trust with customers through the development and deployment of services that contribute to realizing a decarbonized society. In particular, we will promote the ongoing sale of CO_2-free electricity plans and support the expansion of onsite/offsite PPA adoption to comprehensively assist customers in achieving their decarbonization goals.



Additionally, by identifying and selecting partner companies in areas such as facility construction and maintenance—especially in customer production processes—we aim to expand the value chain and develop a "one-stop solution business" that spans from consulting to development, equipment introduction, and operation for decarbonization.

Through these efforts, we aim to become customers' decarbonization partner ahead of competitors and continue to be their preferred choice.

Solving customer issues through community-based business

We believe that resolving customer issues through community-based business enables us to contribute both to sustainable town development and to the enhancement of our corporate value as a Group.

For example, in addition to Miraiz ENECHANGE, we aim to provide greater value by enhancing EV charging services through strengthened alliances with automakers and partners, and by improving convenience for EV users and equipment hosts through synergies with the energy sector and deeper customer engagement.

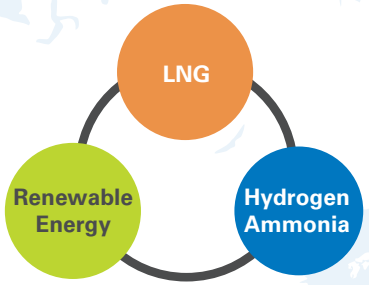
We are also working to enhance CX by strengthening customer touchpoints, leveraging the Chubu Electric Power Group's strengths in thermal supply and real estate businesses, and through the provision of regional services via public-private partnerships. Already, we are collaborating on community development projects in areas such as Karuizawa, Tsukuba City, and Kota Town, and we plan to gradually expand these initiatives.

In addition, by delivering various services inside and outside the Group through marketing, we aim to remain a close and accessible partner that helps solve customer issues while contributing to the development of better regional communities as the Group's front-line representative.

JERA Co., Inc. (Affiliate accounted for under the equity method) From upstream fuel business and procurement through power generation and wholesaling of electricity and gas

Providing the world with a foundation for achieving both a stable supply and decarbonization

Narrow down investments
Strategic Positioning (SP)
Clearly define where to invest and where not to



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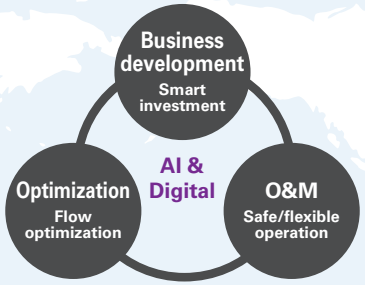


Refine capabilities
Operational Capabilities (OC)
Enhance daily work practices

By combining the three Strategic Business Areas (SP) with the three Operational Capabilities (OC), we aim to flexibly respond to future scenario changes and provide cutting-edge solutions tailored to the needs of each country and region.

Strategic Business Areas (SP: Strategic Positioning)

Based on decarbonization roadmaps from multiple countries including Japan, LNG, renewable energy, and hydrogen/ammonia—which have complementary roles—are positioned as our core Strategic Business Areas for future business development.

LNG

LNG, which serves as a transition fuel essential for the shift to a decarbonized society, will continue to be supplied stably and economically through our world-leading LNG procurement volume and optimization capabilities that cover both the Pacific and Atlantic regions.

Renewable Energy

As one of the few companies operating large-scale offshore wind power facilities in Asia, we established JERA Nex by leveraging the expertise and development capabilities of Parkwind, a major European offshore wind company acquired in 2023, thereby building an ideal collaborative operational structure.

Hydrogen and ammonia

Through the use of hydrogen and ammonia, we aim to decarbonize thermal power systems—an essential component for stable power system operations especially in Asian countries. We also seek to promote cross-sector utilization, thereby contributing to decarbonization beyond the power sector.

Operational Capabilities (OC)

Our organizational design combines the three Operational Capabilities (business development, optimization, and operation & maintenance (O&M)) to generate synergies.

To remain competitive in increasingly harsh market conditions and to meet the demanding challenge of decarbonization, it is essential to assign talent based on their professional functions, refine expertise, and collaborate as a team of professionals.

We plan to invest 5,000 billion yen into the three Strategic Business Areas by FY2035, targeting consolidated net profit of 350 billion yen.

Levels and scale aimed for by FY2035

Earnings and financial level: Achieve a financial structure that is more highly regarded by capital markets than ever before.

Profitability	Consolidated net profit: 350 billion yen[*1] EBITDA: 700 billion yen[*1]	**Capital efficiency**	ROIC-WACC spread: 150 bps or higher[*1]	**Growth potential**	Investing cash flow: 5,000 billion yen total (FY2024-2035)	**Financial soundness**	Net DER: Below 0.5 Net Debt/EBITDA: Less than 2 years[*1]

Business scale: Achieve sustainable growth through flexible investment allocation.

One of the world's largest LNG value chain players	**A global renewable energy player contributing to hydrogen and ammonia production**	**A pioneering player in the hydrogen and ammonia value chains**
LNG handling volume: Over 35 million tons	Total cumulative renewable energy development capacity: 20 GW[*2]	Hydrogen/ammonia handling volume: Around 7 million tons[*3]

*1: Excludes the impact of timing differences in fuel cost adjustments *2: Premised on disciplined investment decisions in high-quality projects based on careful evaluation of market conditions
*3: This initiative will be progressively detailed in accordance with policy and other assumptions. It will be subject to revision if there is a significant change in any of these conditions.

JERA Co., Inc.

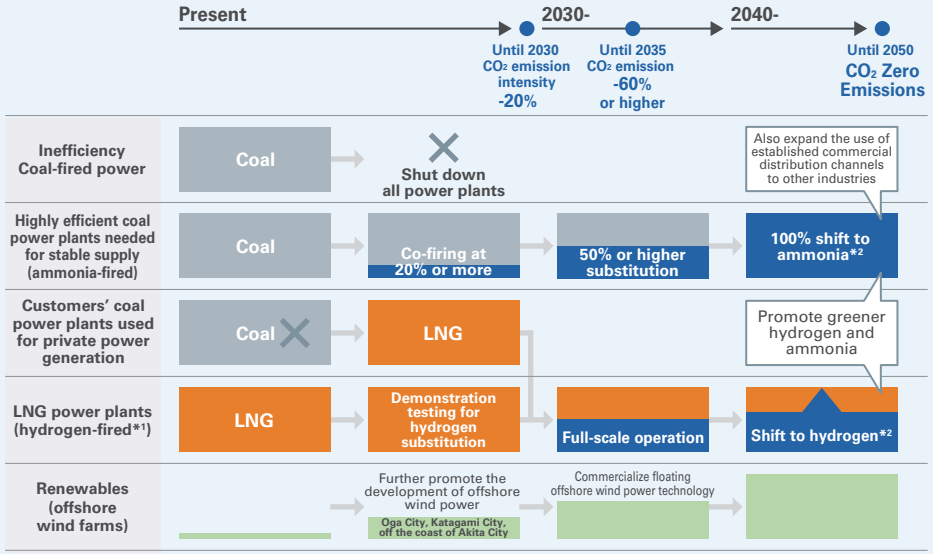
JERA Zero CO_2 Emissions 2050 –Taking on the challenge of CO_2 zero emissions both in Japan and overseas

JERA Zero CO_2 Emissions 2050

- JERA is taking up the challenge of achieving zero CO_2 emissions from its domestic and overseas operations by 2050.
- JERA will promote the introduction of renewable energy and green fuels to realize zero-emission thermal power generation, which does not emit CO_2, for the ultimate goal of achieving zero CO_2 emissions.

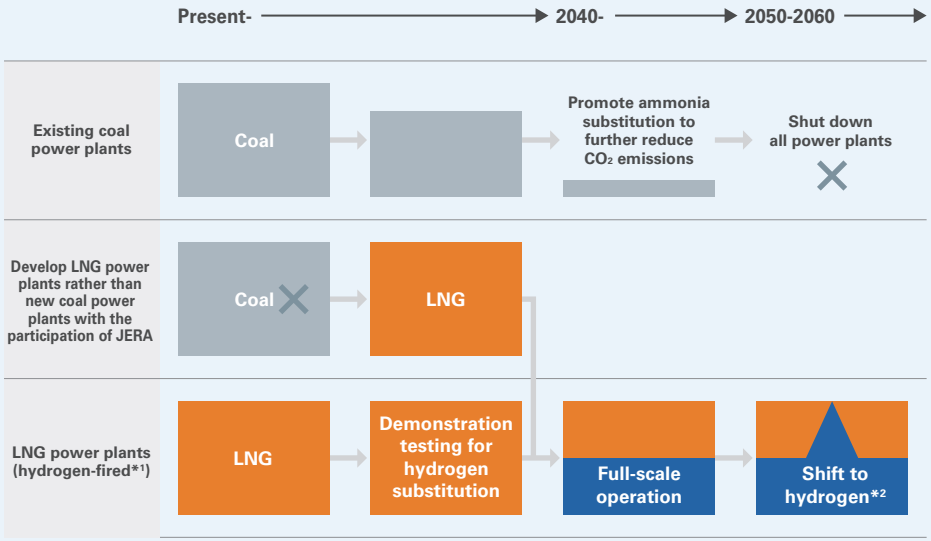
JERA Zero CO_2 Emissions 2050 Roadmap for its Business in Japan

We will promote the achievement of zero CO_2 emissions from thermal power generation by shutting down all inefficient coal power plants and promoting ammonia substitution for coal-fired power and hydrogen substitution for LNG-fired power. Capturing technological development trends, we also retain options to utilize CCS and CCUS technologies. As for renewable energy, we will promote the development centered on offshore wind power.



Efforts planned in Asia

As a first step, we will develop LNG power plants instead of new coal power plants in order to suppress an increase in CO_2 emissions resulting from the growing demand for electricity. In parallel, we plan to promote the introduction of distributed renewable energy power sources and ammonia substitution at the existing coal power plants.



Note: This initiative will be gradually developed in greater detail based on relevant conditions such as government policies and will be subject to revision if there is a significant change in any of these conditions.
*1: The use of CO_2-free LNG is also being considered. *2: Utilize green/blue hydrogen and ammonia.

Examples of initiatives

[Efforts for ammonia substitution at the Hekinan Thermal Power Station]

We initiated the world's first demonstration testing of 20% ammonia substitution at an actual large-scale commercial coal power plant on April 1, 2024 and reached the 20% co-firing rate on April 10, 2024. The testing was done as part of the project entitled "Development of Technologies for Carbon Recycling and Next-Generation Thermal Power Generation – R&D and Demonstrations on Technologies for Ammonia Co-firing Power Generation" (a grant project of the New Energy and Industrial Technology Development Organization (NEDO) conducted by JERA and IHI Corporation). Compared to the conditions before substituting ammonia, we have achieved good results. For example, the level of NOx, which affects ecosystems, was equivalent or below, while there was about a 20% reduction in SOx. We did not confirm the generation of N_2O, which has higher greenhouse effects, below the detection limit.

Photo courtesy: JERA Co., Inc.