CHUBU
Electric Power

Chubu Electric Power Group Report 2025

Connecting People and Society,
Creating Energy for Happiness

Contents

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

Financial Information

- Information for IR and investors https://www.chuden.co.jp/english/ir/
- Documents related to financial statements https://www.chuden.co.jp/english/ir/eir_irlibrary/eirl_financialresults/

Non-financial Information

- CSR Sustainability https://www.chuden.co.jp/english/esg/
- ESG Data https://www.chuden.co.jp/english/corporate/annualreport/#link3
- Environmental communication book (Japanese version only) https://www.chuden.co.jp/csr/kohyo/env_report/
- Corporate governance report (Japanese version only) https://www.chuden.co.jp/corporate/governance/corpo_gaver/

- Shareholder newsletter "Chuden" https://www.chuden.co.jp/english/ir/eir_irlibrary/eirl_financialresults/
- Report on disposition of investment securities (Japanese version only) https://www.chuden.co.jp/ir/ir_siryo/yukashoken/
- Group Report https://www.chuden.co.jp/english/corporate/annualreport/

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).

Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)	
MSCI Japan Empowering Woman Index (WIN)	2025 CONSTITUENT MSCI日本株女性活躍指数 (WIN)
S&P/JPX Carbon Effect Index	S&P/JPX カーボン エフィシェント 指数
FTSE Blossom Japan Sector Relative Index	FTSE Blossom Japan Sector Relative Index

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.

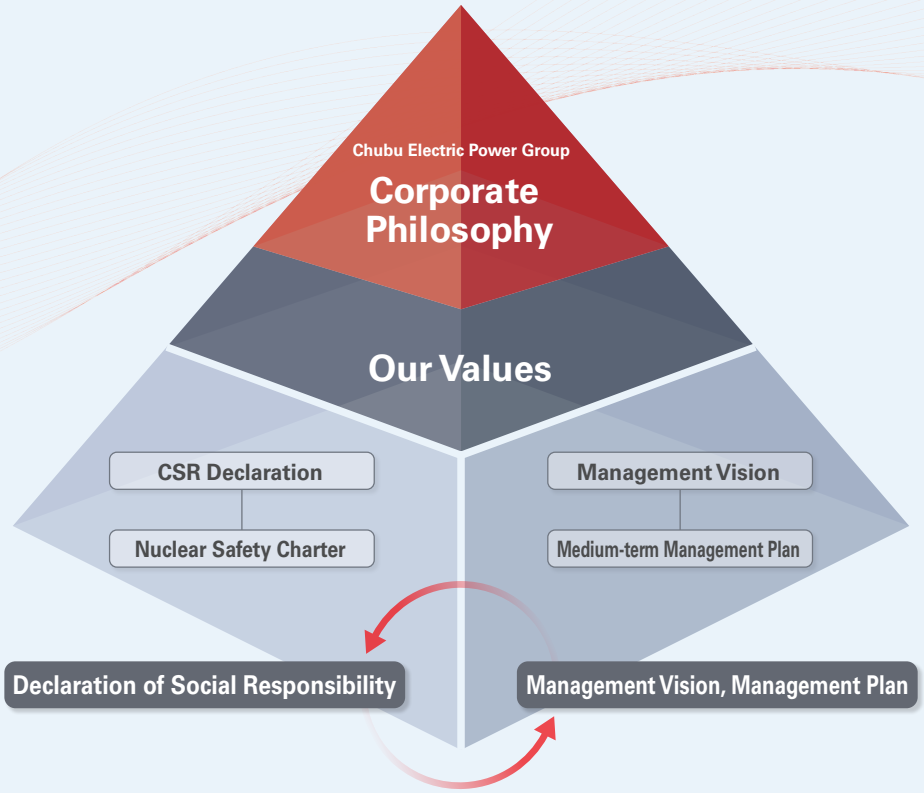
Corporate Philosophy

A new corporate philosophy was launched in April 2025.

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.



Our philosophy (Philosophy system)

Since the formulation of the previous corporate philosophy in 2011, the environment surrounding the Chubu Electric Power Group has changed dramatically. Stakeholders' needs have evolved, including the implementation of spin-offs, progress in competition, and increasing interest in decarbonization and the resolution of regional issues. In anticipation of a future society full of diversity where each individual is respected, we have formulated a new corporate philosophy so that we, too, can take great strides forward.

The main message, "Connecting People and Society," expresses not only the inherent nature of electricity to "connect," but also our commitment to creating new value and contributing to a recycling-oriented society while respecting human bonds and diversity, as well as our determination to continue supporting the social infrastructure at all times as a responsible infrastructure provider. Also, in "Creating Energy for Happiness," we express our passion and determination to take on the challenge of creating a vibrant, bright, and happy future where diverse individuals are respected and can pursue self-fulfillment.

CSR Declaration

- We strive to provide a stable supply of energy and protect the global environment with placing safety as our top priority.
  We prioritize safety while ensuring a stable energy supply and strive to preserve the global environment.
- We always observe national and international laws, regulations, and social rules, respect corporate ethics, and act with fairness and integrity.
- We respect the human rights of all individuals involved in our business activities, prioritize mutual communication, and promote transparent and open corporate activities.

CSR Declaration

Our Values

"Our Values" express the "sense of value" that Chubu Electric Power has cherished since its founding, such as fulfilling our "unwavering mission" as a responsible provider of electric power infrastructure, which is the foundation of society, and living up to the trust of customers and society.

They are positioned directly beneath the corporate philosophy as the foundation of the Chubu Electric Power Group's DNA.

Sincerity and Effort

We respond to the trust of our customers and society by making sincere and continuous efforts to fulfill our unwavering mission.

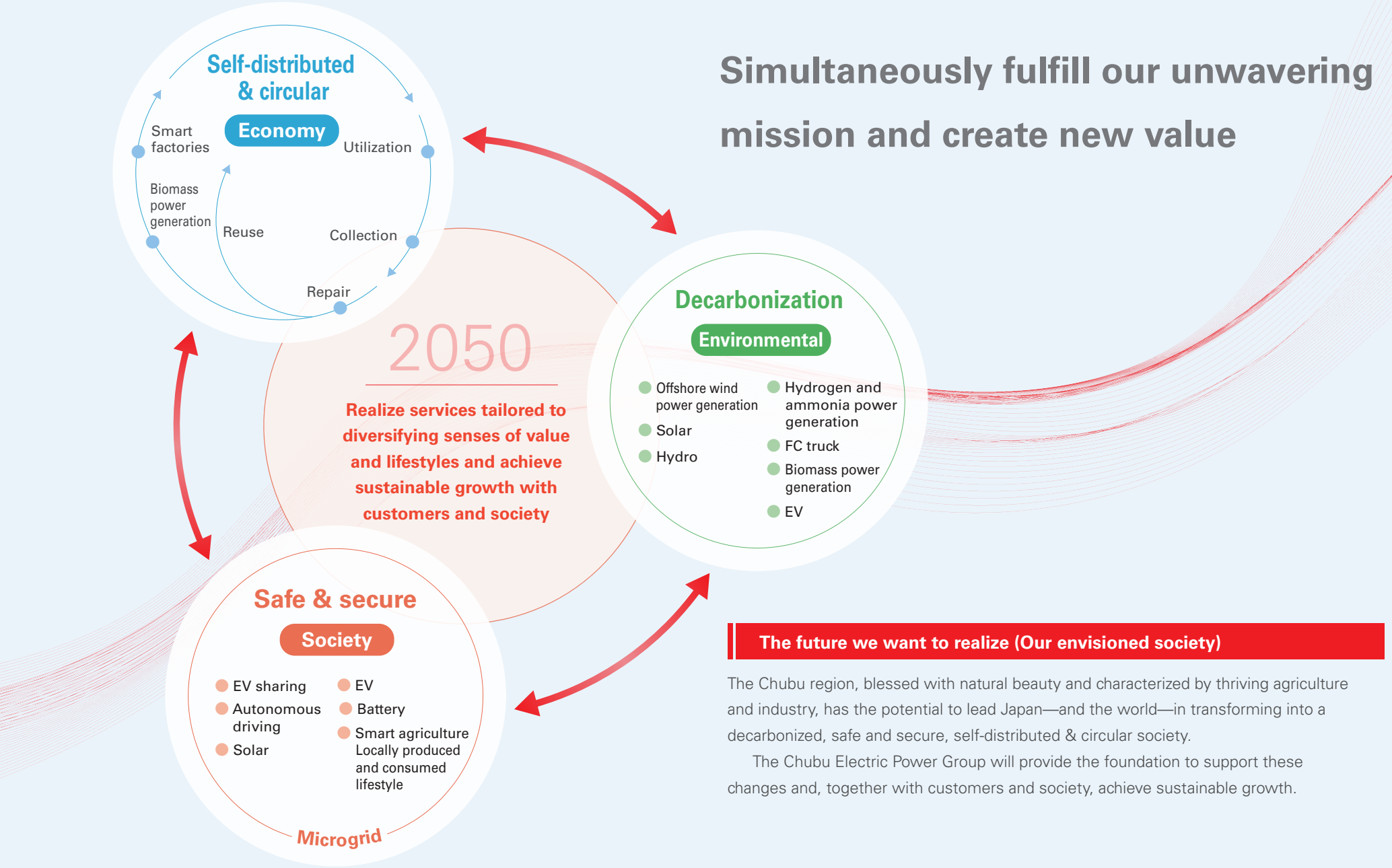
Creativity and Challenge

We respond to the expectations of our customers and society by continuing to take on new challenges with creativity and constantly striving to provide excellent services.

Independence and Cooperation

We build a vibrant and strong corporate culture by working together to ensure that everyone feels respected and free to express their individuality.

Simultaneously fulfill our unwavering mission and create new value



The future we want to realize (Our envisioned society)

The Chubu region, blessed with natural beauty and characterized by thriving agriculture and industry, has the potential to lead Japan—and the world—in transforming into a decarbonized, safe and secure, self-distributed & circular society.

The Chubu Electric Power Group will provide the foundation to support these changes and, together with customers and society, achieve sustainable growth.

Message from the CEO

As stated in the new corporate philosophy, I will take on the challenge of creating a bright and happy future full of energy.

President & Director, CEO

Hayashi Kingo

PROFILE

1961	Born in Mie Prefecture.
1984	Joined Chubu Electric Power Co., Inc. Served as General Manager of Market Research Group, General Manager of Sales Planning Group of the Sales Division, Sales Manager of the Nagano Regional Office, General Manager of Business Strategy Group of the Corporate Planning & Strategy Division, General Manager of the Customer Services Division, and General Manager of the Tokyo Office.
2018	Director, Senior Managing Executive Officer, President of Customer Service & Sales Company
2020	President & Director
2025	Assumed his present position in April.

01 Changes in the Energy Business Environment

Our business environment is at an important inflection point. In Japan, electricity demand is expected to increase over the medium to long term. At the same time, with the pressing need for decarbonization and the growing reality of geopolitical risks, concerns about energy shortages are intensifying.

Since April 2024, I have been serving as Chairman of the Federation of Electric Power Companies of Japan, which has given me an ideal position to observe changes in the energy industry both domestically and internationally, including from the perspective of industrial policy. In particular, FY2024 has marked a significant turning point, as the value of energy and electricity has been reassessed. Previously, the domestic electricity market was expected to shrink. However, Japan's Seventh Strategic Energy Plan and the GX2040 Vision presented by the government emphasize that electricity is essential to Japan's economic development. They also project that electricity demand will grow with the advancement of GX and DX. In the Chubu region, which forms the business foundation of our Group, demand is similarly expected to grow. We are working to stimulate further demand through efforts such as attracting data centers and utilizing the Welcome Zone Map.

At the same time, we must not lose sight of our pursuit of decarbonization. The Seventh Strategic Energy Plan clearly states that to achieve the simultaneous goals of stable supply, economic growth, and decarbonization, we must use renewable energy as our main power source, make optimal use of nuclear power, and utilize thermal power such as LNG, hydrogen, and ammonia as transitional power sources in the shift toward decarbonization.

▶ P20 Chubu Region Overview

02 Business Opportunities and Investment Decisions Amid Environmental Changes

In response to the expected expansion of the electricity business, there are significant business opportunities emerging across the energy industry—not only in expanding and spreading renewable energy and utilizing nuclear power, but also in developing new energy sources through innovation. Even in terms of power generation methods, innovations such as low-carbon fuel (LCF)* for thermal power generation have emerged. In the renewable energy sector, development is advancing beyond traditional solar and onshore wind to include technologies like perovskite solar cells and both fixed-bottom and floating offshore wind power. One area of particular note is geothermal innovation. We are investing in closed-loop geothermal technology, which circulates water through a mesh-like loop connecting the surface and underground, drawing heat from the earth through the water.

To reliably incorporate such innovations into our business activities, it is essential for us as a company to plan carefully and proceed in a well-balanced manner so that we can generate profits in the short, medium, and long term. However, what I find uniquely challenging about the electricity business is making investment decisions from a long-term perspective. The structure of risk and expected returns differs by business domain, so we have established investment and withdrawal criteria using WACC (Weighted Average Cost of Capital) by investment area, positioning new growth areas as strategic investments. In the electricity business, building a power plant and generating and delivering electricity is not the end, but the beginning. To recover the investment, we must make management decisions while envisioning 20, 30, or even 100 years into the future. Forecasting over such an ultra-long-term business horizon is an immense challenge, but I have always been able to move forward thanks to the support of trustworthy colleagues, including our employees. As President, I believe it is my duty to make the final decisions.

* Fuels used in thermal power generation designed to reduce CO_2 emissions.

03 Envisioning the Energy Business 100 Years into the Future

Looking ahead to the long term—50 or even 100 years from now—the visit I made to the Osaka Expo, which opened in April, offered valuable insights. At the Electric Power Pavilion, exhibited by the Federation of Electric Power Companies of Japan, future technologies such as nuclear fusion, which emits no CO_2 during generation, and wireless power transfer are being showcased. What struck me most there was the importance of proactively anticipating and shaping the future of the electric power business. Power plants themselves will not disappear going forward, but the locations where power is generated will change. For example, electric

vehicles (EVs), when idle, can function as power stations. As EVs become more widespread, a world will emerge where power generation and consumption coexist everywhere. In that future, the conventional model of large-scale power plants, transmission lines, substations, distribution lines, and meters—as well as the business model of transmitting electricity—will be fundamentally transformed. Wireless power transfer represents the ultimate form of this transformation. We must prepare for this major structural shift.

If this future comes to pass, energy will no longer be a mere commodity. It will be fundamental infrastructure and a strategic asset. Entities involved in managing such vital energy resources must possess not only technological capabilities but also a solid management foundation. I will continue steering the Company to ensure we play a vital role in fulfilling this vision of the future.

04 Looking Back on FY2024 and Outlook for FY2025

I positioned FY2024 as a year to strengthen the foundation for our earnings capacity and managed the Company accordingly. Looking back at our performance, while ordinary income decreased by 46% year-on-year to 276.4 billion yen and net income attributable to owners of the parent declined by 50% to 202 billion yen—compared to the record profits of the previous fiscal year—this level of profit remains the second highest in our Company's history, and I consider it a continued demonstration of strong performance. While external factors played a role, we have steadily enhanced our earning capacity through the evolution of our unique power generation and retail separation model and progress in growth areas. These achievements are the fruits of the tireless efforts of our employees and partners. To share the benefits of these results with our stakeholders, we have taken steps such as easing the burden of electricity rates for customers, providing full responses to union wage demands for employees, and increasing dividends for shareholders—as we did last year—projecting a 10 yen increase to 70 yen per share for FY2025.

FY2024 was not only a year of maintaining high profit levels. Despite frequent natural disasters, we ensured stable supply of electricity as a unified group. We also made steady progress in decarbonization and renewable energy initiatives. Beyond the electricity business, we continued to pursue new challenges in a wide range of areas.

FY2025 is both the final year of our current Medium-term Management Plan and a crucial milestone toward making our management vision a reality. We will further solidify our earnings base through our autonomous growth model based on our unique generation-retail separation framework and drive business structure transformation to deliver "energy plus α value."

▶ P27 CFO Message

05 Progress in Seeding New Growth Areas

In Management Vision 2.0, formulated in 2021, we set a quantitative target of 250 billion yen in consolidated ordinary income by 2030, with a portfolio composition aimed at a 1:1 ratio between domestic energy businesses and all other businesses. When this vision was established in 2021, the domestic energy business accounted for 75% of our portfolio. Rather than shrinking this business, we aim to add value by providing services that meet social needs—such as convenience, safety, and peace of mind—while also accelerating profit growth in new growth fields such as new value-added services and overseas businesses, thereby transforming our business portfolio toward our envisioned future state.

In our new growth areas, we are focusing on planting seeds in targeted sectors such as global business, real estate, and regional infrastructure projects including water and sewage systems, forestry, and resource recycling. These efforts are being pursued in collaboration with like-minded partners.

For example, our real estate business is working to develop communities that are "safe, secure, and comfortable," so we must go beyond simply supplying electricity to also incorporate decarbonization-focused facility design. Additionally, when electricity usage becomes visible, it reveals the lifestyles of residents. Using this data, we have already launched services in Mie and Nagano Prefectures that detect frailty risks in elderly individuals living alone—based on electricity usage data from smart meters—and help extend healthy lifespans by working in collaboration with local governments and healthcare institutions. We are partnering

with the University of Tokyo to analyze and research big data on electricity use, and are considering additional collaborations with a wide range of partners.

In the global business domain, we are developing operations based on risk assessments that account for country-specific conditions such as country risk and regulatory environments, mapped along the vertical and horizontal axes of regional and business portfolios. Building on partnerships with companies like Eneco in the Netherlands and Bitexco in Vietnam, we will first focus on expanding in key regions such as Europe and Asia, while also looking ahead to the Middle East and Africa. Overseas, we will make renewable energy our core business, while also exploring expansion into consulting, retail, and network-related businesses.

- **P64 Global Business**
- **P66 New Growth Fields**
- **P68 Regional Infrastructure Business**
- **P70 Real Estate Business**

06 Toward Restarting the Hamaoka Nuclear Power Station

It has now been 14 years since operations were suspended at the Hamaoka Nuclear Power Station. This is by no means a brief period. While the plant has yet to be restarted, steady progress is being made toward that goal. We are undergoing a conformity review for the new regulatory standards set by the Nuclear Regulation Authority, and in October 2024, we received a general assessment that the standard tsunami assumption was reasonable. As a result, in December 2024, the process advanced a step with the commencement of the plant review. An equally important initiative that must proceed in parallel is gaining the understanding of local residents regarding the restart of operations. By providing careful explanations and securing the understanding of as many people as possible, we hope to pave the way for an earlier restart.

- **P26 Toward Restarting the Hamaoka Nuclear Power Station**
- **P52 Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station**

07 Management with an Awareness of Cost of Capital and Stock Price

When considering corporate value, I am acutely aware, as the top executive, of the seriousness of the fact that our PBR (price book-value ratio) remains at a low level. To improve our PBR, we will take measures to enhance both of its components: ROE (return on equity) and PER (price earnings ratio).

It is essential to improve ROE to boost the profitability of the electric power business. At Chubu Electric Power Miraiz, we are working to improve the operating profit margin through measures such as reviewing the standard rate menu. In the power transmission and distribution division, we believe it is important to ensure a profit level that enables stable supply and continued capital investment. If the revenue cap regulation becomes a bottleneck that prevents appropriate profits, we will strongly urge the government to make necessary corrections. Growth of JERA's thermal power-centered generation business has led to strengthened international negotiating power. By leveraging that strength, we are aiming to import efficient and stable energy at stable prices into Japan, thereby ensuring stable supply, adapting to demand fluctuations, and ultimately expanding our profit margins and earnings capacity. Even within the electric power business, the business models differ by segment. It is important that we set and share segment-specific targets such as WACC and ROIC (return on invested capital) to enhance profitability and work toward improving ROE. Some businesses require long-term effort to become profitable, while others can generate short-term earnings. We will manage targets for each business rigorously and proactively review and rebalance our portfolio.

Regarding PER, the other component of PBR, we will strive to earn understanding and recognition of our policies and initiatives—including progress toward restarting the Hamaoka Nuclear Power Station—through active information disclosure and deeper engagement with shareholders and investors.

- **P58 Chubu Electric Power Grid Co., Inc. (Power Transmission/Distribution Division)**
- **P60 Chubu Electric Power Miraiz Co., Inc. (Sales Division)**
- **P62 JERA (Fuel Procurement and Power Generation Business)**

08 Human Resources Strategy that Supports Our Management Base

When it comes to corporate strength, our people are most important to me. As Japan enters an era of aging with a declining birthrate, issues arising from the shrinking labor force are expected to become even more severe. We must improve not only how our employees work but also productivity itself. DX will be essential, and we recognize the risk that traditional workforce allocation methods will no longer be viable. Based on this understanding, we are promoting a comprehensive human resource strategy that addresses recruitment, compensation, education, and work

environment.

Regarding recruitment, we formulate hiring plans based on the personnel and capabilities required to achieve our ideal corporate vision, aiming to bridge the gap between our current and desired state. Looking ahead, while a quantitative labor shortage is an issue, we also face a shortage of specialists in new growth areas, such as global operations. We will continue our regular hiring of new graduates while focusing on human resource development through training and also putting effort into securing talented mid-career professionals. Regarding compensation, we have raised the starting salary for new graduates and the wage level of each employee in consultation with labor unions.

In terms of employee education, we are building a training framework that will allow individuals to learn a broad range of content, using widely adopted online tools like Udemy. We are also improving work-life balance by introducing flexible systems such as a flex-time system and a four-day work week. To enhance work styles and productivity, we are advancing DX utilization, and digital literacy among our employees has been improving across the board.

▶ P31 Human Resource Strategy

09 Formulation of the New Corporate Philosophy

In April 2025, the Chubu Electric Power Group revised its corporate philosophy. The decision was driven by major changes in our business environment since the last revision in 2011, including intensified competition and expanded business domains, as well as our desire to align with a future society where diversity is more deeply respected at the individual level. We wanted the new philosophy to reflect the voices of our employees as much as possible, so we held company-wide workshops and spent considerable time repeatedly discussing our purpose together. As a result, we arrived at the phrase: "Connecting People and Society, Creating Energy for Happiness."

This phrase embodies our aspiration as the Chubu Electric Power Group to connect people with each other and with society, and to work hand-in-hand to build a bright and happy future full of energy with our customers, communities, and everyone living on this planet. We connect directly with customers through electricity. Through these connections, we aim to deliver not only energy but also diverse value, contributing to the resolution of social issues. This vision is captured in our corporate philosophy. The values I personally hold dear—"enthusiasm, challenge, and harmony"—resonate with the new philosophy's emphasis on energy, challenge, and connection.

A corporate philosophy cannot simply be set down in stone. To truly say that the corporate philosophy is complete, it must be shared and embraced by all employees. We aim to foster empathy among employees and instill the philosophy throughout our Group. In cooperation with society, we seek to address social issues and create a bright and happy future together.

▶ P03 Corporate Philosophy

10 To All Our Stakeholders

The role of electric power companies has traditionally been to provide a stable supply of energy. Now, energy includes not only electricity but also gas, and we are increasingly able to offer a variety of services beyond energy. Geographically, our business is no longer confined to the Chubu region, with ongoing expansion into other regions of Japan and even overseas. As a comprehensive energy company, our mission is to deliver diverse added value and contribute to the resolution of social issues, with energy being an essential means to fulfill that mission.

We will continue to respond to the expectations of various stakeholders—including customers, shareholders and investors, employees, and local communities—and together, we aim to create a bright and happy future full of energy. We sincerely ask all our stakeholders for their continued understanding and unwavering support of our initiatives.

▶ P16 Toward Providing Value to Stakeholders

Value Co-Creation Process

Changes in the External Environment

Diversification of stakeholders and needs

- Social implementation of GX, which is expected to drive the Japanese economy
- Increasing diversification of customer needs, including in pricing, power sources, and household GX
- Diversifying demands from capital markets

A business environment characterized by ongoing uncertainty

- Acceleration of GX/DX and decarbonization efforts
- Increased long-term electricity demand
- Industrial transformation driven by GX/DX

Our Unique Strengths

Agility in response enabled by the separation of power generation and retail

- Each group company responding swiftly to their respective market environments
- Advanced risk management in sales and procurement tailored to market fluctuations
- Early entry into new domains, including resource recycling businesses

Solution capabilities developed over many years through efforts in decarbonization and energy management

- Asset-backed trading via JERA and sophisticated power procurement and hedging strategies
- Electrification initiatives integrated into customer production processes

Sources of Our Strength ▶P12

- A flexible and open corporate culture and organizational strength
- Extensive knowledge and experience in decarbonized power sources and emerging business areas
- A solid customer base and strong credibility built in the Chubu region

Co-creation with stakeholders ▶P16

Customers
Shareholders/ Investors
Local community
Global environment
Business partners
Employees

Contributing to material issues such as decarbonization and the circular economy through synergy

Strengthening our energy foundation and ensuring stable supply by adopting an independent growth model made possible through the separation of power generation and retail

Power generation | Power transmission/ distribution | Sales

CHUBU Electric Power Group
JERA
CHUBU Electric Power Grid
CHUBU Electric Power Miraiz

Expanding strategic investments while optimizing our business portfolio through asset replacement, focusing on selection and concentration, to increase profit contributions

Vision ▶P21

Contributing to the sustainable development of local communities and society by delivering diverse value to customers and society through the growth and success of each individual employee

Economic Value

FY2025
- Consolidated ordinary income: **¥200 billion or higher**
- ROIC: **3.2% or higher**

FY2030
- Consolidated ordinary income: **¥250 billion or higher**
- Realizing a well-balanced profit portfolio through our domestic energy business and new growth areas

Social Value

FY2025
- Engagement survey overall score rating of **"A"**
- Percentage of male employees taking childcare leave: **100%**

FY2030
- Reducing CO_2 emissions deriving from sales of electrical energy by **50%** from FY2013

Around 2030
- Expanding renewable energy by **3.2 GW** ▶P25

Foundations of Value Creation

DX ▶P72 | Kaizen ▶P73 | Technology and Intellectual Property ▶P74

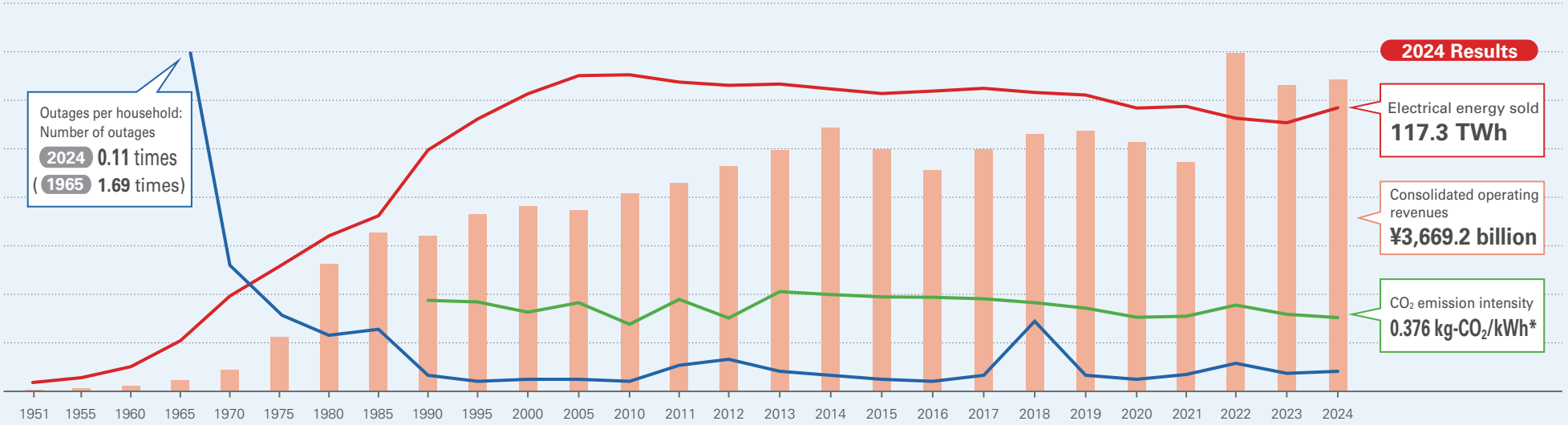
Corporate Philosophy ▶P3
Connecting People and Society, Creating Energy for Happiness

Human Capital Management ▶P31
Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

Governance ▶P80
Promotion of Higher Standards of Governance and Compliance

History of Value Creation

As a company rooted in the Chubu region, Chubu Electric Power has grown and developed together with the local society through its mission of providing electricity in a safe and stable manner.



* The emission factor that reflects adjustments due to the feed-in tariff system for renewable energy, etc. This is the emission factor for Chubu Electric Power Miraiz as a whole, and is different from the emission factor for each menu.


Ikawa Hydroelectric Power Station (1957)


Restored distribution line after Typhoon Isewan (1959)


500 kV Seibu trunk line was constructed (completed in 1972)


Hamaoka Nuclear Power Station Unit 1 (1976)


Mega Solar Shimizu (2015)

Web member service for household "KatEne" and web member service for business "BizEne" start (2015)

- 1951 >> Establishment of Chubu Electric Power
- Around 1955 >> High economic growth
- 1973 >> First oil crisis
- 1991 >> Collapse of bubble economy
- 2011 >> Great East Japan Earthquake
- 2016 >> Full liberalization of electricity retailing
- 2017 >> Full liberalization of gas retailing
- 2020 >> Split offs of power transmission/distribution division and sales division

History of Value Creation

Beyond Our Unchanging Mission

Since its establishment, Chubu Electric Power has operated under the unchanging mission of "stable power supplies." By viewing changes in society and the business environment as opportunities, we have contributed to societal development alongside our growth, innovative technological development, and transformation of our business model with the forward-thinking model that splits off power generation and sales.

Additionally, from early on we have incorporated public interest, social responsibility, and regional coexistence into our management, developing in tandem with the Chubu region.

1960s-1970s	1980s-1990s	2000s-2010s	2020-

Technological Capabilities and Business Models Supporting Sustainable Growth

- Pioneered the operation of automatic power supply equipment ahead of other electric power companies
- Led the nation in upgrading high-voltage distribution lines and power distribution
- Initiated consulting activities such as street lighting, agricultural electrification, and factory site consultation services

- Promoted the automation of power facilities
- Positioned overseas projects as a new revenue-generating business
- Set the goal of creating a comprehensive energy company to thrive in the era of competition in response to the partial deregulation of power retailing

- Commenced operation of our first 1-million kW coal-fired ultra-supercritical pressure variable operation plants, the Hekinan Thermal Power Station Units 4 and 5
- Initiated the onsite energy services business
- Established JERA based on a joint venture agreement with Tokyo Electric Power Company, aiming to strengthen fuel procurement capabilities

- Transitioning to the model that splits off power generation and sales through split offs of power transmission/distribution division and sales division
- Expanding business and creating new value through agile strategies reflecting customer needs and market demands across each group company

Pursuit of Public Interest, Social Responsibility, and Regional Coexistence

Formulation of the Three Major Management Principles

- **Fulfillment of public missions towards local communities**
- Achieving stable growth through efficient management
- Establishing positive human relationships based on mutual trust

Formulation of the New Management Principles

- Creating a future together with our customers, focusing on the essence of our business
- **Expanding symbiosis from local communities to the global stage through corporate citizenship activities**
- Generating new vitality through thorough adherence to the principle of self-responsibility

Chubu Electric Power Group CSR Declaration (reviewed in April 2025) "Fulfilling our responsibilities and meeting society's expectations"

- Declaration of social responsibility to customers, shareholders and investors, local communities, business partners, employees, global environment (addition), and all other stakeholders

New Corporate Philosophy (April 2025)

Connecting People and Society, Creating Energy for Happiness

2050

Our envisioned society

- Realization of a safe, secure, resilient and viable society
- Realization of a carbon-free society
  Achieving net zero CO_2 emissions from our entire business

Chubu Electric Power Group at a Glance

Consolidated subsidiaries and affiliates accounted for under the equity method　As of March 31, 2025

Miraiz (Sales business)

Chubu Electric Power Miraiz Co., Inc. ▶ P60　A total of 28 companies

- C Energy Co., Inc.
- Diamond Power Corporation
- CEPO Handa Biomass Power Co., Ltd.

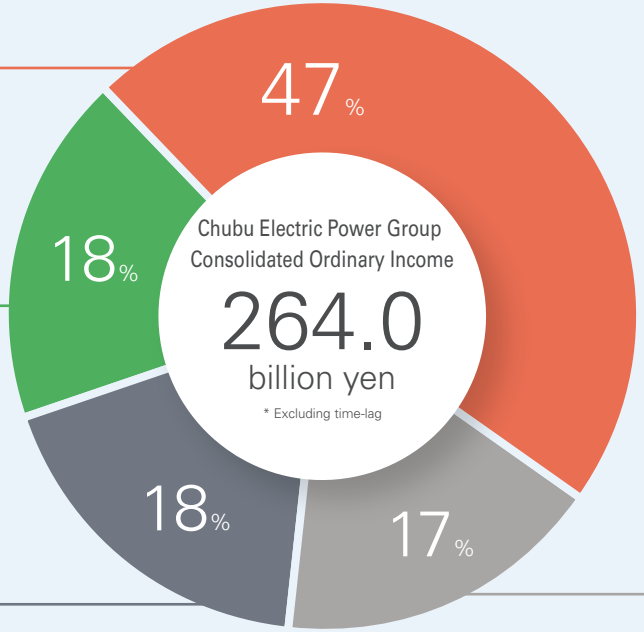
Power Grid (Power transmission/distribution business)

Chubu Electric Power Grid Co., Inc. ▶ P58　A total of 4 companies

- CHUBU SEIKI Co., Ltd.
- Chuden Haiden Support Co., Ltd.
- Chubu Electric Power Ground Works Co., Ltd.

JERA (Fuel and power generation business)

JERA Co., Inc. ▶ P62



Others

Chubu Electric Power Company, Incorporated　A total of 127 companies

Community support infrastructure related business	Chuden Telemetering LLC.	▶ P66
Renewable energy business	Aichi Gamagori Biomass Power Generation LLC.	▶ P56
Global business	Bitexco Power Corporation	▶ P64
Real estate business	Chuden Real Estate Co., Inc. ES-CON JAPAN Ltd.	▶ P70
Construction business	TOENEC CORPORATION Chubu Plant Service Co., Ltd. C-TECH CORPORATION	
Manufacturing business	AICHI ELECTRIC Co., Ltd. TOKAI CONCRETE INDUSTRIES Co., Ltd.	
Information and communication business	Chuden CTI Co., Ltd. Chubu Telecommunications Co., Inc.	▶ P92
Service business etc.	Chuden KuraBis Co., Ltd. Chuden Auto Lease Co., Ltd. Techno Chubu Co., Ltd. Chuden Wing Co., Ltd.	▶ P35

Sales results, etc. (Chubu Electric Power Miraiz)　FY2024

Electrical energy sold　107.9 TWh
(Group total: 117.3 TWh)

Gas and LNG sold　1,240 thousand tons
(Group total: 1,490 thousand tons)

CO_2 emissions in electrical energy sales　40.44 million t-CO_2

CO_2 emission intensity　0.376 kg-CO_2/kWh*

* This is the emission factor for Chubu Electric Power Miraiz as a whole, and is different from the emission factor for each menu.

Power transmission/distribution facilities (Chubu Electric Power Grid)　As of March 31, 2025

Transmission line length　11,878 km

Number of supporting structures (iron tower, etc.)　34,629 units

Number of substations　998 locations

Distribution line length　136,587 km

Number of supporting structures (utility poles, etc.)　2,889,108 units

Power generation facilities (Chubu Electric Power)　As of March 31, 2025

Renewable energy

General hydroelectric power　Approx. 2,160 MW
Pumped storage power　Approx. 3,320 MW

Wind power　Approx. 30 MW

Solar power　Approx. 20 MW

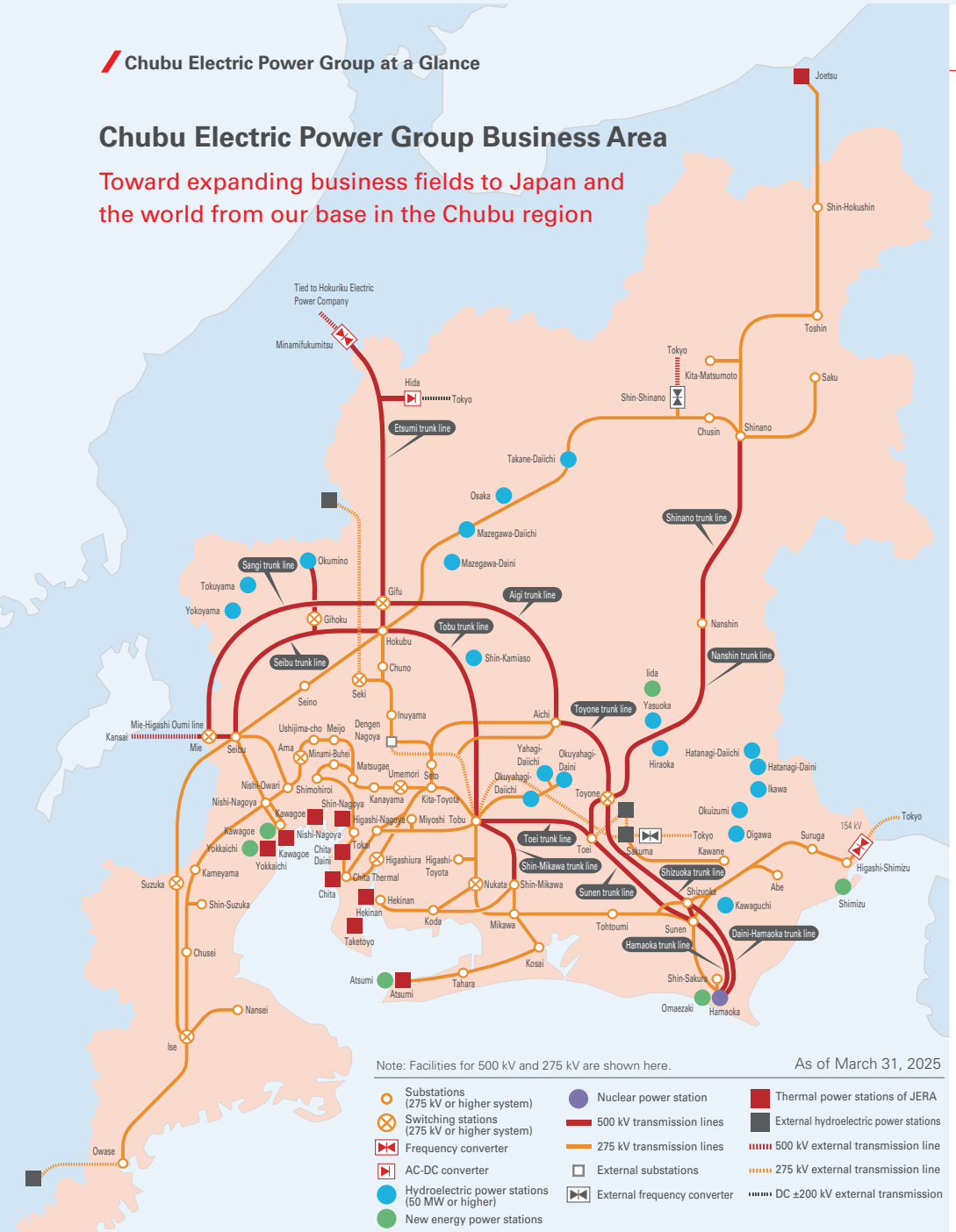
Biomass　Approx. 50 MW

Nuclear　3,617 MW

Chubu Electric Power Group at a Glance

Chubu Electric Power Group Business Area

Toward expanding business fields to Japan and the world from our base in the Chubu region



Note: Facilities for 500 kV and 275 kV are shown here.

As of March 31, 2025

- Substations (275 kV or higher system)
- Switching stations (275 kV or higher system)
- Frequency converter
- AC-DC converter
- Hydroelectric power stations (50 MW or higher)
- New energy power stations
- Nuclear power station
- 500 kV transmission lines
- 275 kV transmission lines
- External substations
- External frequency converter
- Thermal power stations of JERA
- External hydroelectric power stations
- 500 kV external transmission line
- 275 kV external transmission line
- DC ±200 kV external transmission

Participation in overseas energy business

Current main investment, consulting and cooperation agreement projects

Investment projects

1. **UK**
   Submarine power transmission business
2. **Netherlands**
   Offshore wind farm power project
3. **Netherlands**
   Renewable energy, retail, new services business
4. **Germany**
   Submarine power transmission business
5. **Germany**
   Geothermal power generation and district supply business
6. **India**
   Mini-grid business
7. **Vietnam**
   Renewable energy business
8. **Singapore**
   Project investments, incubation and human resource development
9. **Philippines**
   Power distribution and electricity retail businesses
10. **Japan and Asia**
    Decarbonization business
11. **USA**
    Development of small modular reactor
12. **USA**
    North American energy business through infrastructure fund
13. **Canada**
    Deployment of new geothermal technology

Consulting projects

1. **Uganda**
   Capacity development project for improvement of protection of transmission systems
2. **Mozambique**
   Project for improvement of energy loss reduction on distribution network
3. **Jordan**
   Regional collaboration in Jordan, Iraq, and Egypt
4. **Sri Lanka**
   Power sector reform advisor
5. **Bangladesh**
   Detailed distribution master plan project for Dhaka area to achieve low carbon society
6. **Ecuador**
   Road map for zero fossil fuel in Galapagos Islands project

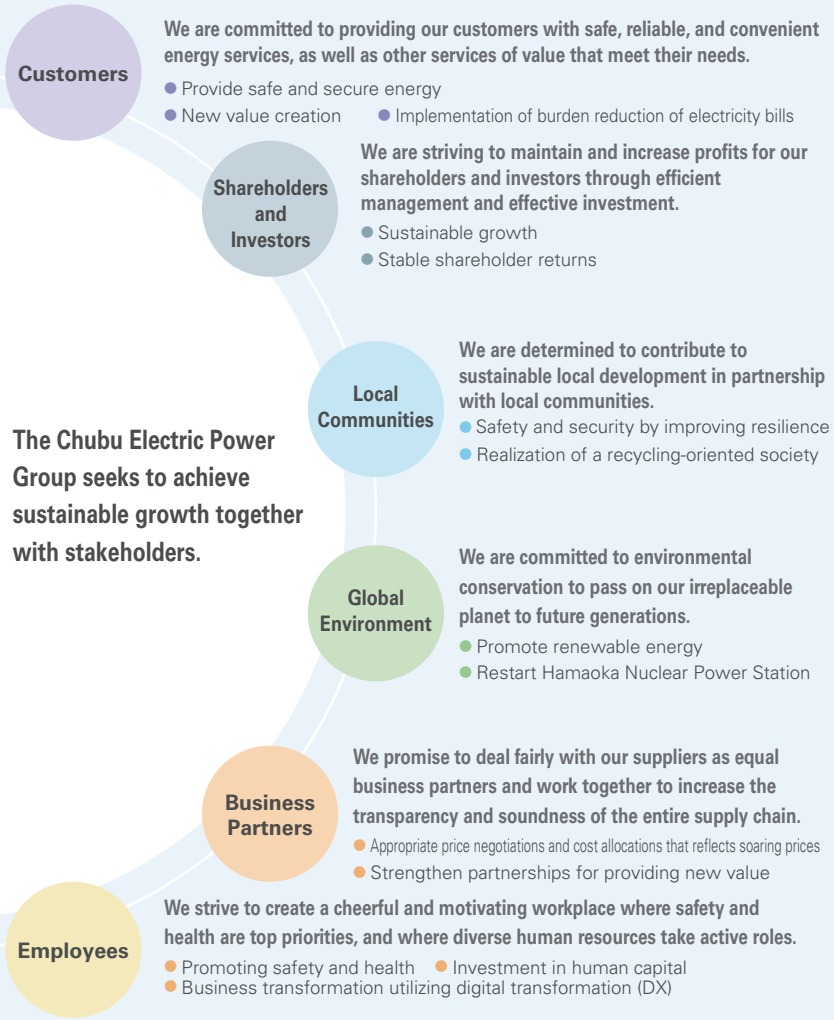
Cooperation agreement projects

1. **Qatar**
   Technology cooperation with Qatar General Electric & Water Corporation in the field of electric power
2. **Thailand**
   Building a framework that transcends cooperation agreements with Provincial Electricity Authority (PEA)
3. **Taiwan**
   Cooperation agreement with Taiwan Power Company in the energy field with a focus on decarbonization

Toward Providing Value to Stakeholders

Under its corporate philosophy, the Chubu Electric Power Group seeks to achieve sustainable growth together with stakeholders by providing value to them. To this end, we capture stakeholders' expectations and matters of interest through stakeholder engagement and respond to the identified expectations and matters through business activities.

Toward Providing Value to Stakeholders



Main Stakeholder Engagement Details and Reflecting These in Business Activities

Stakeholder	Key engagement activities	Reflecting engagement results in business activities
Customers	**Mutual communication with customers** (e.g., enhancing information dissemination on various decarbonization services via customer-facing websites)	● Develop services tailored to customer needs ● Renewal of the KatEne website and release of the official app ▶P61
Shareholders/ Investors	**Identifying capital market trends through dialogue with analysts, institutional investors, and individual shareholders and investors.** (General Meeting of Shareholders, briefings for individual investors, financial results briefings, IR activities ▶P17)	● Enhancing disclosures on our website and in group reports, and actively disseminating information.
Local community	**Communication with members of the local community where the Hamaoka Nuclear Power Station is located.** (power station tours: 11,173 participants ▶P55)	● Continuously providing opportunities for communication with local communities and enhancing communication content.
Global environment	**Promote renewable energy to realize a decarbonized society and discover decarbonization needs through services** ▶P41	● Procurement of environmentally certified power sources in compliance with the new RE100 requirements ● Sales of CO_2-free electricity plans ● Provision of on-site and off-site solar power purchase agreements (PPAs) services ● Implementation of the NACHARGE Points Campaign
Business partners	**Providing briefings to and conducting a survey on the status of CSR/ESG efforts of business partners, etc.** (Procurement overview briefing sessions and survey on the status of CSR/ESG efforts: 346 companies ▶P50)	● Promote CSR procurement throughout the entire supply chain
Employees	**Conducting an engagement survey and holding dialogue, etc., with executives** (Engagement survey: twice a year ▶P37)	● Analyze state of the Company-wide organizational culture and identify issues to be addressed by each department

COLUMN

| Special Feature | Strengthening Engagement with Shareholders and Investors

Dialogue with Shareholders (Japanese version only)

Through constructive dialogue with institutional investors and executive officers such as the President, Vice President, and external directors, we provide feedback on the interests and insights gained from the capital markets to the Board of Directors. This feedback is incorporated into various plans and enhances efforts towards further information disclosure, among other initiatives.

We are also working to broadly communicate the appeal of our Company to individual shareholders and investors, with the aim of promoting understanding of our business and encouraging investment in our stock. To this end, we hold briefing sessions for individual investors and issue shareholder newsletters, among other initiatives.

Institutional Investors and Analysts

[Dialogue results (FY2024)]

- Individual interviews: 123 with domestic institutional investors, 68 with overseas institutional investors, 56 with analysts, etc.
  (Including dialogue between external directors and the capital market)
- Financial results and management plan briefings: 3 times (domestic institutional investors)
- Tours, business briefings, etc.: 3 times (domestic institutional investors)

[Feedback to management]

- Board of Directors: Shareholder feedback provided once per year
- Others: Details of dialogue between external directors and the capital market are fed back to the Board of Directors meeting every time such dialogue is held, etc.

[Theme of dialogue/matters of interest]

Item	Matters of interest
Management Strategies and Capital Policies	○Initiatives for raising PBR • Take approach of strengthening profitability (Energy Business and new growth areas) and emphasizing capital efficiency (ROE, ROIC, etc.) • Concept of optimal capital structure (equity ratio), taking into account capital costs and business risks • Progress towards restarting the Hamaoka Nuclear Power Station • Stance on shareholder returns (dividends and share buy-backs)
Financial Related	○ Profits in each segment and achievement of the FY2025 Medium-term Management Plan targets ○ Progress and impact on profits of strategic investments
ESG	○ Disclosure of specific information for achieving decarbonization targets ○ Effects of the management structure review (transition to a company with an Audit & Supervisory Committee)

[Improvements through dialogue]

- Enhanced disclosure of initiatives to improve PBR, with more quantitative and specific content
- Pursuit of optimal capital structure, including the current approach to the equity ratio and consideration of share buybacks
- Enhancement of shareholder returns (dividend increases)
- Improved agility in decision-making and strengthened governance through transition to a company with an Audit and Supervisory Committee

Individual Shareholders and Investors

[Dialogue results (FY2024)]

- In-person briefing for individual investors
  Date: Held on November 23, 2024
  Number of attendees: 143

- Online briefing for individual investors
  Date: Held on November 28, 2024
  Number of viewers: 282 (real-time), 132 (archived)

- Investor information videos for individual investors
  Date: From December 23, 2024
  Views: Approx. 2,000 (as of the end of March 2025)

- Shareholder newsletter
  Timing: Published twice a year (June and November 2024)

Shareholder newsletter "Chuden" (Japanese version only)

- Shareholder questionnaire survey
  Survey period: November 28 to December 24, 2024
  Number of responses: Approx. 1,600
  In conjunction with the November issue of the above shareholder newsletter, we conducted a shareholder questionnaire survey to better understand shareholder interests and concerns. The results will be used as reference material when preparing future issues.

Results of the shareholder questionnaire survey (Japanese version only)

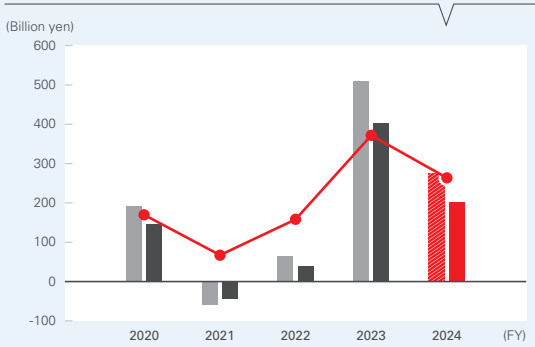
Financial and Non-Financial Highlights

Please refer to the Investors' Data Book for details including data for the past 10 years.

Investors' Data Book

Ordinary Income/Net Income Attributable to Shareholders of the Parent Company/Ordinary Income (excluding time-lag)

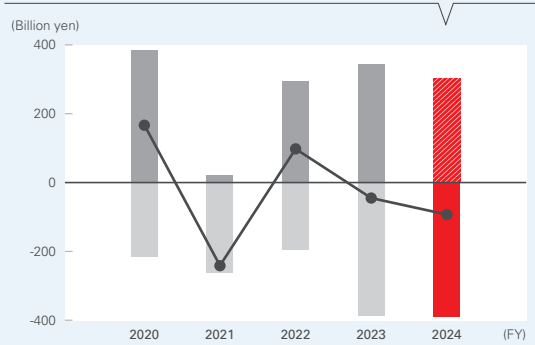
Ordinary Income: 276.4 billion yen
Net Income Attributable to Shareholders of the Parent Company: 202.0 billion yen
Ordinary Income (excluding time-lag): Around 264.0 billion yen



Ordinary income decreased by 232.8 billion yen from the previous consolidated fiscal year, mainly due to a decline in the gain from time lag, a decrease in the cost reduction effect from the restructuring of the power procurement portfolio at Chubu Electric Power Miraiz, and an increase in costs for supply and demand adjustment at Chubu Electric Power Grid.

Cash Flows from Operating Activities/ Cash Flows from Investing Activities/Free Cash Flow

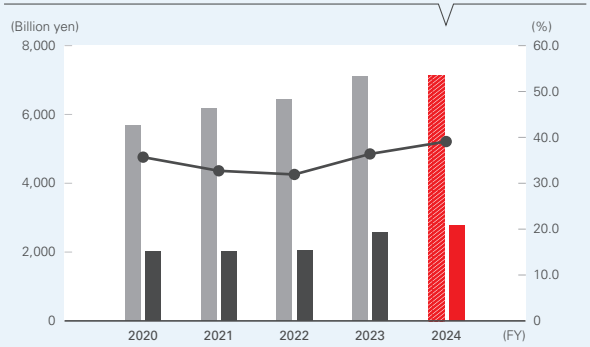
Cash Flows from Operating Activities: 301.3 billion yen
Cash Flows from Investing Activities: -391.7 billion yen
Free Cash Flow: -90.4 billion yen



Cash inflow from operating activities decreased by 42.7 billion yen from the previous consolidated fiscal year, mainly due to an increase in supply-demand adjustment costs in the Power Grid business. Cash outflow from investment increased by 3.4 billion yen from the previous consolidated fiscal year, mainly due to higher spending on fixed assets. As a result, free cash flow decreased by 46.1 billion yen compared to the previous consolidated fiscal year.

Total Assets/Shareholders' Equity/Shareholders' Equity Ratio

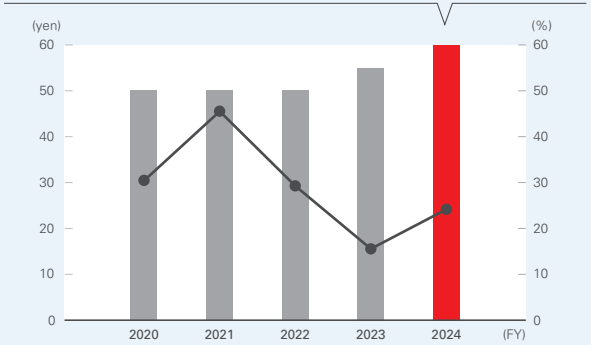
Total Assets (left): 7,124.8 billion yen
Shareholders' Equity (left): 2,786.5 billion yen
Shareholders' Equity Ratio (right): 39.1%



The shareholders' equity ratio was 39.1% due to an increase in net assets resulting from the recording of net income attributable to parent company shareholders and an increase in accumulated other comprehensive income.

Dividends per share/Consolidated Payout Ratio

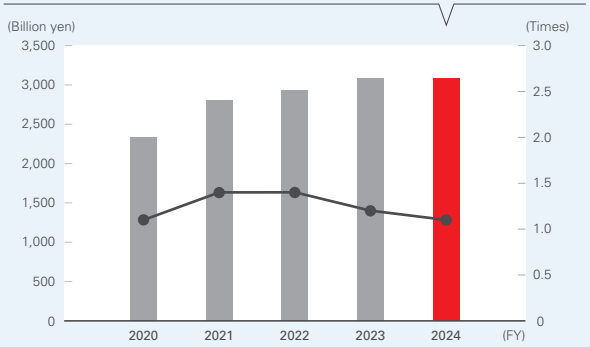
Dividends per Share (left): 60 yen (Planned 70 yen in FY2025)
Consolidated Payout Ratio (excluding time-lag) (right): 24.1% (Approx. 32% in FY2025)



We aim to achieve a consolidated dividend payout ratio of 30% or more by working to return profits to shareholders taking into consideration profit growth on the basis of maintaining stable dividends. Cash dividends per share for the current fiscal year were increased to 60 yen upon taking into account the approach on shareholder return, our medium-term financial condition, and the expectations of capital markets.

Outstanding Interest-Bearing Debt/Debt-to-Equity Ratio

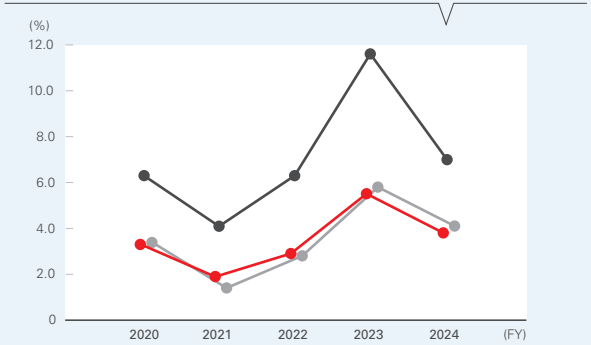
Outstanding Interest-Bearing Debt (left): 3,077.8 billion yen
Debt-to-Equity Ratio (right): 1.1 times



The D/E ratio declined to 1.1 as the balance of interest-bearing liabilities remained at the same level as the previous fiscal year and the shareholders' equity ratio increased.

Return on Invested Capital (ROIC)/ Return on Equity (ROE)/Return on Assets (ROA)

ROIC: 3.8%
ROE: 7.0%
ROA: 4.1%



Note: After excluding the time-lag impact incurred by the fuel cost adjustment system.

We have set a target for ROIC of 3.2% or more under our Medium-term Management Plan as we promote management with an awareness of capital efficiency. Although the figure for the fiscal year was 3.8%, down 1.7 percentage points compared with the previous fiscal year, we will continue to promote ROIC management as a Group-wide target.

Financial and Non-Financial Highlights

Please refer to the ESG Data Book for details.

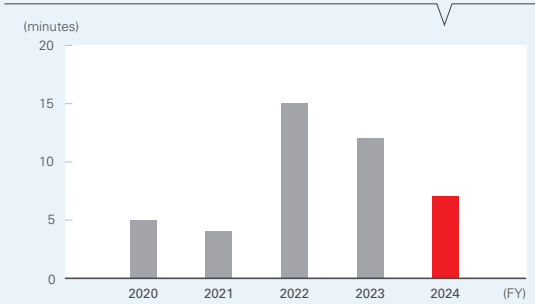
ESG Data

Business activities

Annual average of failure/outage time per household

P58

7 minutes

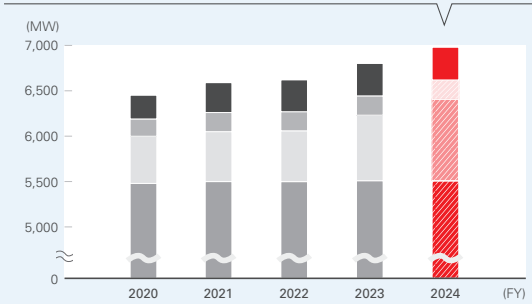


During the current fiscal year, we worked toward preventive maintenance such as undertaking regular patrols and inspections, resulting in a decrease from the previous fiscal year.

Developed renewable energy

P56

Hydroelectric power (Including pumped storage power) **5,510 MW** | Solar **900 MW** | Wind power **230 MW** | Biomass **360 MW**



Note: Amount at the end of each fiscal year in Chubu Electric Power Group (in case of joint development, only equity ownership output is included). Hydroelectric power includes pumped storage power generation. Co-fired power with biomass fuel at Hekinan Thermal Power Station is not included. Includes projects for which development has been decided but commercial operation has not yet commenced.

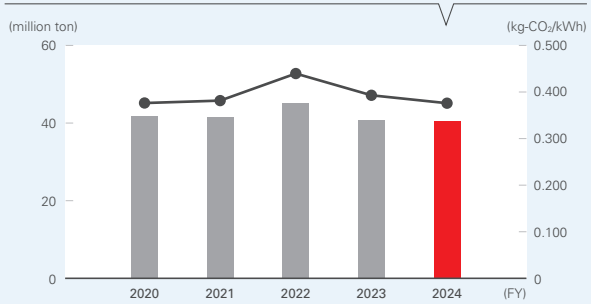
In the fiscal year under review, the figure increased, mainly due to the decision to develop the Atsumi No. 2 Wind Power Station in Tahara City, Aichi Prefecture.

Environmental

CO_2 emissions/ Emission factor in electrical energy sales

P39

CO_2 emission (left) **40.44 million tons** | CO_2 emission factor (right) **0.376 kg-CO_2/kWh**



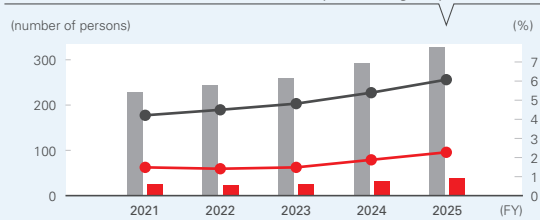
We have set a goal to reduce CO_2 emissions derived from electrical energy sold by 50% or more by 2030 compared with FY2013. This fiscal year, emissions totaled 40.44 million tons, representing a reduction of approximately about 38% compared with FY2013.

Human resources

Number/percentage of women in managerial positions

P35

Number of women in managerial positions **327** | Percentage of women in managerial positions **6.2%** | Of the number of managerial positions, the number of special managerial positions **38** | Percentage of women in special managerial position **2.3%**



Note: As of July 1 in each FY

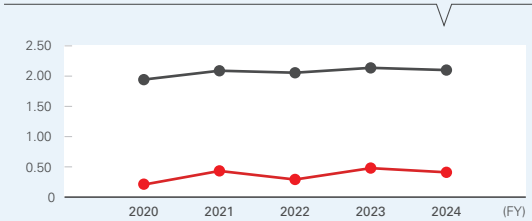
Through initiatives such as training on diversity promotion, we have hired 39 women in managerial positions so far in FY2025, increasing the total to 327 (3.2 times compared to FY2014.)

(Note: Our goal is to more than triple the number of women in managerial positions in FY2025 compared with the FY2014 count of 103.)

Industrial accident frequency*

P33

Chubu Electric Power **0.41** | Entire industry **2.10**



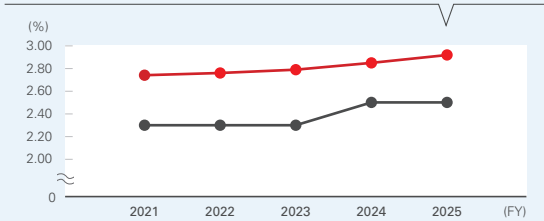
* Accident frequency: Number of persons killed or seriously injured (with at least one day of leave) by industrial accidents per million working hours.

In accordance with our Basic Safety and Health Policy, we worked to create a safe working environment and occupational environment. As a result, the industrial accident frequency for the fiscal year was 0.41, a decrease from the previous fiscal year.

Disabled persons employment ratio/ Legally designated employment ratio

P35

Disabled persons employment ratio **2.92%** | Legally designated employment ratio **2.50%**



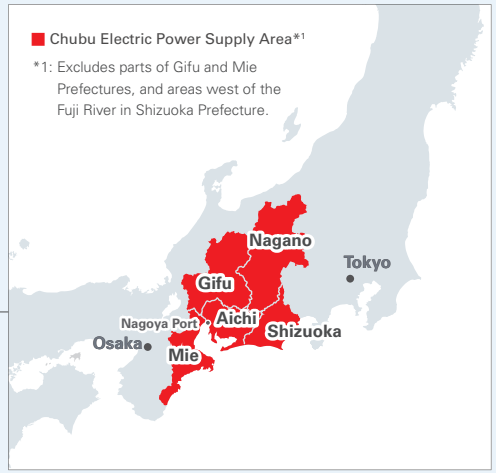
Note: As of June 1 in each FY

We are advancing the employment of individuals with disabilities to fulfill our corporate social responsibility. In conjunction with the hiring at Chuden Wing Co., Ltd., we continue to hire individuals with disabilities and have achieved the legally designated employment ratio.

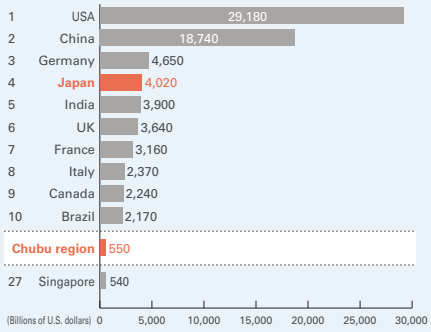
Chubu Region Overview

The Chubu region, located in the center of the Japanese archipelago, comprises five prefectures which are the main business areas of our Group, Aichi, Mie, Gifu, Shizuoka, and Nagano. With a population of over 18 million, the region accounts for approximately 14% of Japan's total GDP. In addition to its rich natural environment and high quality of life, the region is known for its strong manufacturing industry. It is an area of critical importance to the Japanese economy, especially with the upcoming opening of the Chuo Shinkansen (Linear Maglev) terminal at Nagoya Station.

The region is particularly strong in the automotive industry, with many related parts manufacturers forming a robust supply chain. Furthermore, Chubu Area Vision 2050, announced by the Central Japan Economic Federation in February 2025, outlines a plan to build on the region's strength in manufacturing by advancing industrial deepening and diversification through GX and DX, ultimately aiming for a transformation of the overall social system led by industry. Continued growth of the region is highly anticipated.

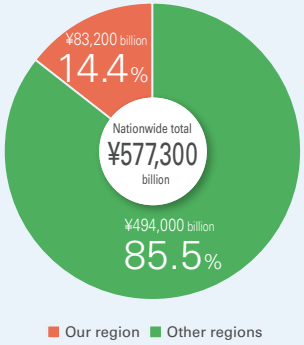


2024 Global GDP Rankings by Country*2

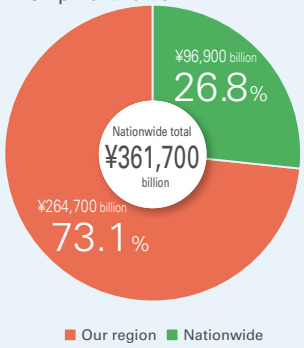


*2 Source: International Monetary Fund (IMF)

Share of Japan's GDP*3



Share of Japan's Manufacturing Shipment Value*4



*3 Source: Prefectural Economic Accounts (FY2011–FY2021), Cabinet Office
*4 Source: Ministry of Economy, Trade and Industry, 2023 Economic Census for Business Frame

Driving Regional Growth and Generating New Power Demand

Electricity demand is expected to grow due to the expansion of data centers driven by GX and DX, changes in industrial structure, and the progress of electrification toward carbon neutrality.

It is important to leverage this opportunity to contribute to the sustained growth of this manufacturing-oriented industrial hub, thereby helping to generate further power demand. To that end, the Group is working collectively to stimulate demand by promoting the attraction of data centers and other large-scale electricity-consuming facilities through the enhancement of the "Welcome Zone Map," which allows for relatively early power supply, and by proposing electrification solutions aimed at achieving GX in collaboration with customers.

Estimated electricity demand in Chubu region*5

Supporting advancing electrification due to GX/DX and smart manufacturing, and responding to further increases in electricity demand

*5: Based on "Outlook of Electricity Supply–Demand and Cross-regional Interconnection Lines (FY2025)" released on January 22, 2025 by the Organization for Cross-regional Coordination of Transmission Operators

Towards the Realization of a Carbon-free Society

Decarbonization in Together with the Region

As of May 9, 2025, ten proposals from the region have been selected as Leading Decarbonization Areas, involving 16 municipalities across five prefectures. One of the selected initiatives—jointly proposed by our Company and the city of Iida in Nagano Prefecture—is a town development project aimed at connecting people and communities through a local microgrid utilizing the existing distribution network. The project aims to start full-scale operations by 2030. Construction of the microgrid was completed in February 2025, and demonstration operations have already begun.

Pilot Decarbonization Region

Initiatives for Decarbonization Around Nagoya Port

To reduce CO_2 emissions around the Nagoya Port area, we are advancing studies on CCUS (Carbon Capture, Utilization, and Storage) projects. In February 2023, we entered into an agreement with bp, and in October 2024, we signed agreements with Santos Ltd. and INPEX Corporation.

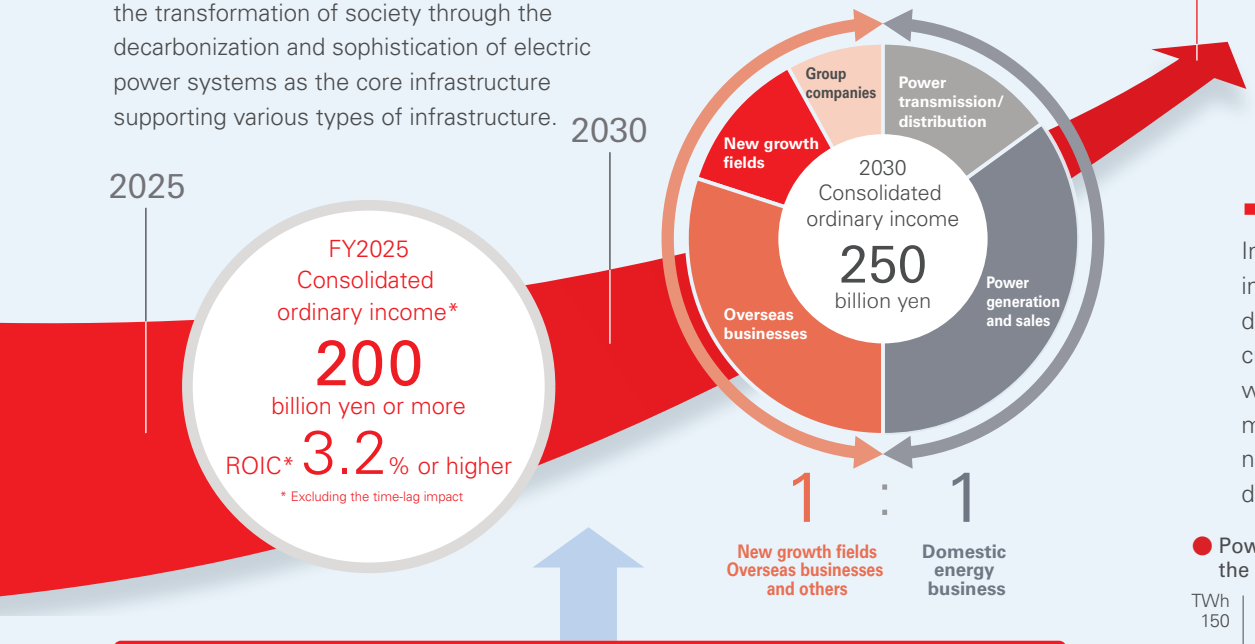
With bp, we are conducting surveys on CCUS to support decarbonization efforts in the Nagoya Port area. With Santos Ltd., we are conducting studies on transporting CO_2 from Nagoya Port to a large-scale storage site under development in Australia for CCS (Carbon Capture and Storage) operations. These projects aim to be operational around FY2030.

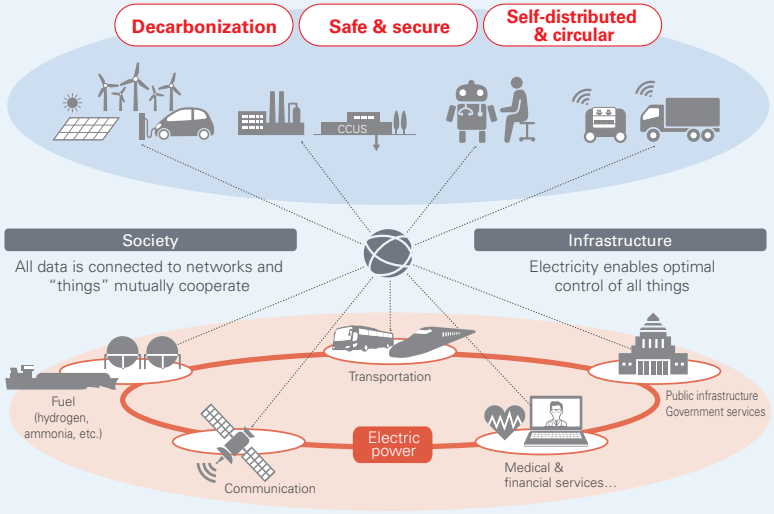
Agreement with bp **Agreement with Santos Ltd.**

Chubu Electric Power Group Management Vision 2.0 and Medium-term Management Plan

Key Material Issues and Corresponding Risks, Opportunities, Targets and Results

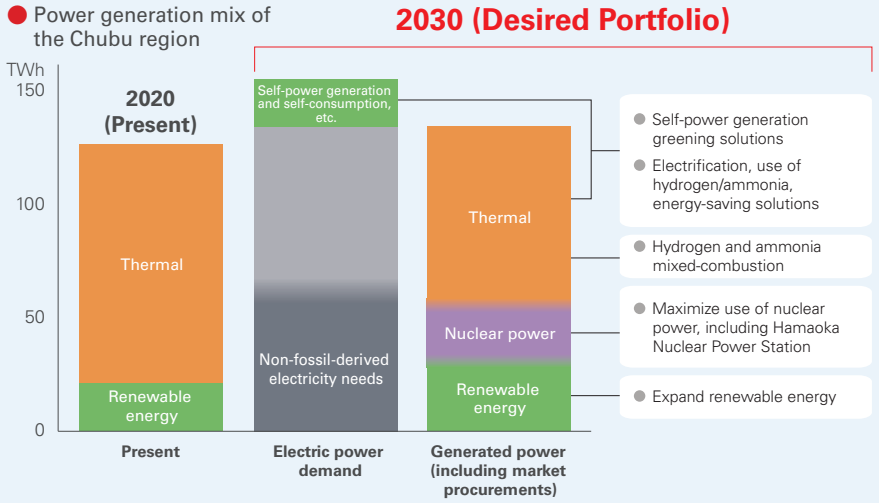
The Chubu Electric Power Group assumes that in 2050, society will have evolved into a "decarbonized," "safe and secure" and "self-distributed and circular" society, and everything will be optimally controllable by electric power. The Group will contribute to the transformation of society through the decarbonization and sophistication of electric power systems as the core infrastructure supporting various types of infrastructure.





Providing energy in 2030

In working toward the realization of a decarbonized society, we assume that in 2030 there will be a further increase in the need for renewable energy-derived electricity and non-fossil fuel value, mainly from corporate customers. To respond to customer needs, the Chubu Electric Power Group will strive to expand renewable energy, utilize hydrogen and ammonia mixed- combustion in thermal power generation, maximize the use of nuclear power, and provide electrification and energy-saving solutions on the demand side for the decarbonization of the entire social system.



Contributions by the Chubu Electric Power Group

- Decarbonization of electric power systems supporting various types of infrastructure; Sophistication of electric power grid
- Pursuit of value creation by integrating each infrastructure or infrastructures and data

Coexistence with residents of the local communities

Working to achieve technological innovation and cost reductions in response to a rise in costs resulting from transformation of society and also delivering new value-added services

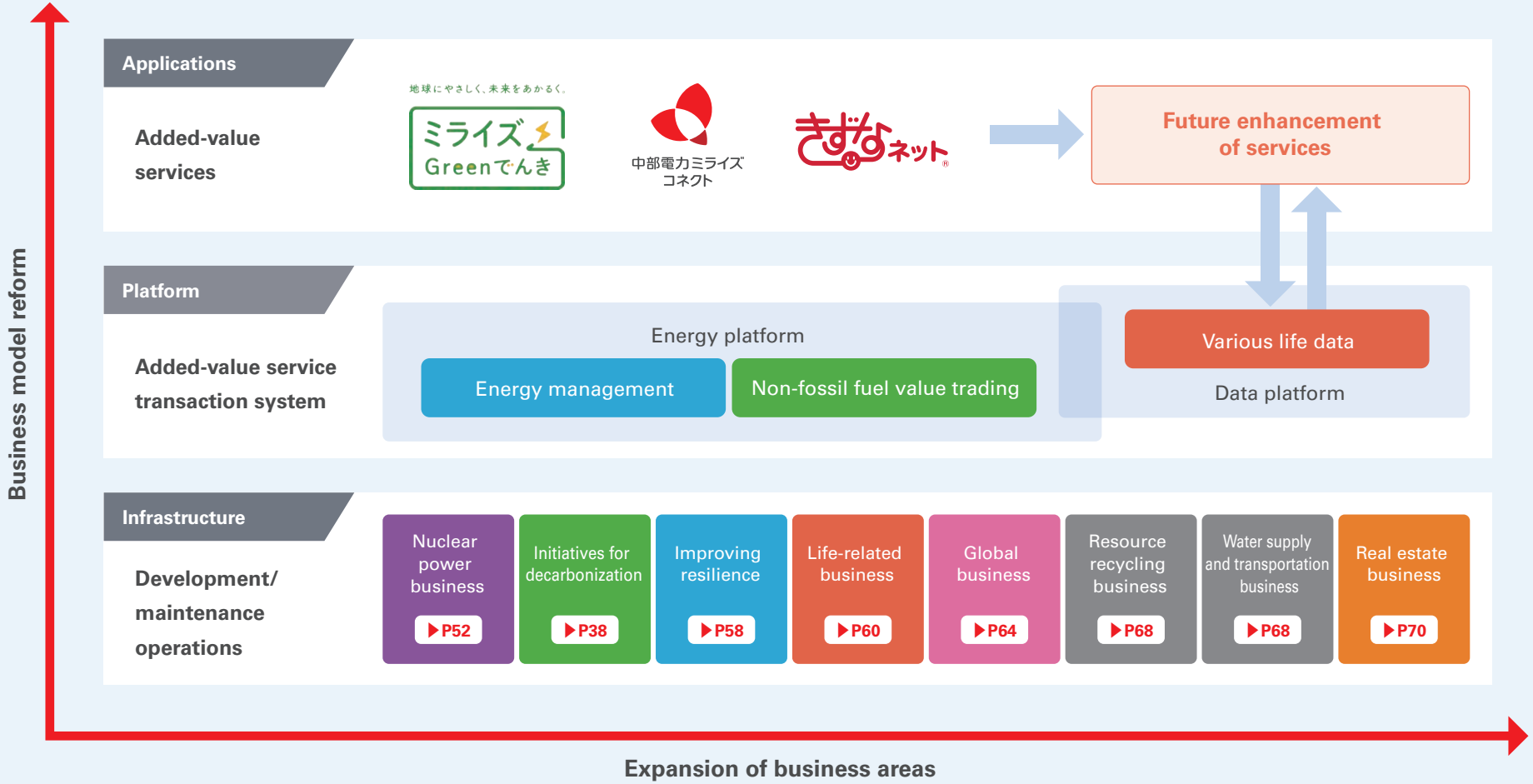
Chubu Electric Power Group Management Vision 2.0 and Medium-term Management Plan

Initiatives for 2030

Toward 2030, we will expand our business areas from the energy business to the real estate business and resource recycling business. While doing so, we will accelerate our efforts in the platform areas mutually connecting these businesses and application areas providing high value-added services, in order to transform our business model.

Even amid the drastically changing business environment, the Chubu Electric Power Group will steadily promote the initiative described in our Management Vision 2.0 with the aim of its quantitative targets for 2030 of achieving consolidated ordinary income of 250 billion yen and expanding profits in new growth areas (overseas business, etc.) through aggressive strategic investments.

In addition, we have defined medium-term management targets for FY2025 as a milestone toward achieving targets in our Management Vision 2.0, we aim to achieve the medium-term targets for FY2025 of consolidated ordinary income of 200 billion yen or more and return on invested capital (ROIC) of 3.2% or higher.



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

We are steadily making progress toward achieving the Medium-term Management Plan, having strengthened our earnings capacity centered on the energy business. Although we implemented a dividend increase due to stable profit generation, our PBR remains low. We recognize the need to deepen our examination of steady profit improvement and the optimal balance sheet structure to enhance capital efficiency.

In response to such issues, the Chubu Electric Power Group will deepen its understanding of these challenges based on voices from the capital markets and aim to enhance corporate value.

Chubu Electric Power Group's Initiatives for Achieving Medium-term Management Plan

Area	Major initiatives presented in the Medium-term Management Plan	Present state of initiatives	Future issues	Direction of responses	Related page
Chubu Electric Power Miraiz	● Optimization of power supply procurement portfolio ● Provision of services to support decarbonization ● Provision of services that are closely connected to daily life	● Creation of a procurement portfolio based on price trends in the wholesale electricity trading market, etc., with sales volume increasing by approximately 5% year-on-year ● Contribution to customer decarbonization through products such as Green Denki ● Expansion of customer touchpoints through expanded offerings such as banking services (KatEne BANK)	● Creation of a power supply procurement portfolio considering fuel price volatility and system changes	● Verification and review of power supply procurement portfolio	▶ P60
Chubu Electric Power Grid	● Securement of stable supply ● Development of services that meet customer needs ● Reduction of supply and demand adjustment costs	● To respond quickly to increasing electricity demand, promotion of facility introduction through the publishment of the "Welcome Zone Map in Chubu" ● In the "&Conote" service, provision of equipment condition monitoring services utilizing IoT technology ● Reduction of procurement costs for balancing capacity and contribution to revenue stability by expressing opinions through national councils and other venues	● For stable business operations, assurance of appropriate reflection of inflation and interest rate impacts on the revenue cap ● Assurance of stable supply amid increasingly complex and wide-area supply-demand operations	● Continued expression of opinions through national councils and other venues ● Steady implementation of a next-generation power network	▶ P58
Renewables	● Renewable energy expansion target (Around 2030: 3.2 GW)	● Progress to 1.13 GW (progress rate: 35% as of the end of March 2025)	● Development aimed at balancing stable supply and decarbonization amid changing investment environments	● While assessing the investment environment, development aimed at both stable supply and decarbonization	▶ P56
Nuclear power (Hamaoka)	● Responding to reviews for confirming conformity to new regulatory requirements	● Regarding standard seismic motion and tsunami, moved to plant review after about 10 years of screening	● To obtain reactor installation change approval as early as possible, explanations of conformity with new regulatory standards in plant reviews, etc. ● Continued careful explanations to further deepen understanding from local communities and society at large		▶ P52
JERA	● Net income of 200 billion yen for FY2025	● Plan to achieve FY2025 target (net income: 200 billion yen)	● Continued management-level monitoring of JERA, which plays an important role in balancing stable supply and decarbonization	● Continued implementation of management-level monitoring	▶ P62
New growth area	● Profit generation through strategic investments, etc.	● Diversified business domains through collaboration, secured profits mainly from ES-CON JAPAN and Eneco	● Profit contributions from strategic investments, etc., are in the growth stage. It is necessary to increase the likelihood of future profit growth.	● Creation of an optimal business portfolio through compliance with investment criteria, promotion of asset replacement, etc., and accelerated profit growth	▶ P64 ▶ P66 ▶ P70
Management foundation	● Diversification of human resources and development of an environment where they can take active roles	● In addition to expanding mid-career hiring, employee engagement has improved and is progressing smoothly	● Promoting human capital management by creating an environment where diverse personnel can thrive and providing opportunities and support to employees who meet the challenge of self-transformation		▶ P31

Materiality (Material Issues)

The Group aims to fulfill its corporate social responsibility and, through contributing to the sustainable development of local communities and society as a whole, achieve medium- to long-term enhancement of corporate value.

Therefore, based on opinions gathered through ongoing IR activities, dialogue with employees, and mutual communication with internal and external stakeholders, we assess and categorize material issues from two perspectives: their importance to stakeholders and their significance to our Group in terms of profit, cost, social evaluation, and alignment with business strategy. These issues are then organized and identified as materiality (key issues) through deliberation by the CSR Promotion Council and the Board of Directors.

We establish indicators and targets corresponding to each material issue and prioritize addressing these challenges by conducting regular monitoring (once every six months) through the PDCA cycle and reviewing them in light of changes in social conditions and the business environment.

CSR Declaration — Fulfilling our responsibilities and meeting society's expectations

→ **Material issues** — Materiality is identified based on both the importance to stakeholders—ascertained through the mutual communication emphasized in our CSR Declaration—and the significance from the perspective of business execution.

→ P (Plan) → D (Do) → C (Check) → A (Act) — For each material issue, KGI/KPI are set with a conscious awareness of timeframes, such as short-term and medium- to long-term, and monitoring is conducted accordingly.

→ **Enhance long-term corporate value**

E Environment
- Decarbonization together with customers and society
- Increasing the safety of nuclear power and promoting its use
- Building next-generation networks for a decarbonized society

S Society
- Contributing to local communities and society
- Pursuing customer satisfaction
- Business transformation and new value creation utilizing digital transformation (DX)
- Investment in human capital
- Development of global business to increase corporate value

G Governance
- Ensuring compliance
- Enhancing governance and risk management, including group companies
- Enhancing resilience and large-scale disaster response capabilities

Process to identify materiality

1 Pick out issues

Picked out 75 individual issues across the board, using as our reference the SDGs, criteria stipulated in ISO 26000 standard, international guidelines related to ESG issues, such as the GRI Standards and SASB Standards, and ESG ratings

2 Assess importance

Assessed the importance of and categorized the individual issues from **the perspectives of stakeholders** and **the Group's business management and created a list of potential material issues**

3 Validate adequacy

Validated the adequacy of the potential material issues through **reviews by external experts and the exchange of opinions with top management**

4 Identify material issues

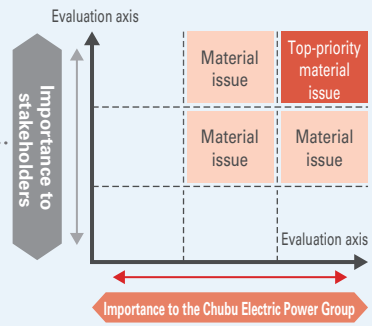
Finalized the potentially material issues, for which the adequacy has been validated, as our material issues after gaining approval of the CSR Committee* and the Board of Directors

* A committee for top management to deliberate on important matters concerning the promotion of CSR, established in October 2021 and chaired by the president

Method of assessing importance

Assess importance from the perspective of six stakeholder groups identified in the CSR Declaration
- Customers
- Shareholders and Investors
- Local Communities
- Global Environment
- Business Partners
- Employees

Notional image of importance assessment



Chubu Electric Power Group Management Vision 2.0 and Medium-term Management Plan

Key Material Issues and Corresponding Risks, Opportunities, Targets and Results

Details of the Chubu Electric Power Group's materiality

	Material issues	Risks	Opportunities	Key indicators and targets	Period of achievement	FY2024 results (assessment of progress*5)		Key relevant page
E Environment	Decarbonization together with customers and society*1	Revisions to energy policies	Strong social demand for decarbonization	Reduce CO_2 emissions deriving from sales of electrical energy by 50% or about 32.5 million t from FY2013	2030	Reduced 24.25 million t (about 38%) from FY2013	■	P38-45
				Expand renewable energy by at least 3.2 GW	Around 2030	1,130 MW (an increase of 210 MW year on year)	■	P56-57
	Increasing the safety of nuclear power and promoting its use	Delay in inspections for confirming conformity to new regulatory requirements	Basic policy for achieving GX	Restart Hamaoka Nuclear Power Station	As early as possible	● For Units 3 and 4, the Nuclear Regulation Authority has been conducting a compliance review under the new regulatory standards. In September 2023, the Standards of Seismic Motion were deemed generally appropriate, followed by the Standards of Tsunami in October 2024, marking significant progress in the review. ● In December 2024, plant inspections began.	■	P26, 52-55
	Building next-generation networks for a decarbonized society	Concerns about a stable electricity supply, resulting from increasingly complex flow of electricity due to the mass connection of renewable energy	Increasing needs for introducing renewable energy	● Create facility plans using Distribution Future Energy Scenario (DFES) ● Make sure to implement initiatives for realizing Connect & Manage	FY2023-FY2027	Implementation of output control aimed at alleviating normal-time congestion in local grids following the start of the application of non-firm connections	■	P58-59
S Society	Contributing to local communities and society*2	Local communities becoming diluted due to a declining population and slowdown in economic growth	Increasing needs for resolving community issues	● Provision of a "new form of community" ● Development of new services	FY2024	Launch in April 2023 of "e-Frailty Navi," Japan's first frailty detection service for municipalities utilizing electricity usage data from smart meters, with introduction in 13 municipalities planned in FY2024.	■	P66-67
	Pursuing customer satisfaction	Intensifying competition with competitors	Increasing customer needs for different and diverse services	Improving operations reflecting customer feedback	Every fiscal year	● Offering new services that enrich the lives of customers (Example) KatEne BANK and release of the official KatEne app ● Initiatives towards customers' decarbonization (Example) Establishment of Miraiz's ENECHANGE to provide EV charging services	■	P60-61
	Business transformation and new value creation utilizing digital transformation (DX)	Delay in responding to DX-induced new workstyles and leading-edge technologies	Business transformation utilizing digital technologies	Launch a project for setting up a structure to support continued use of AI models, such as maintaining and improving forecast accuracy, and for establishing a foundation to develop and operate AI models: 1	FY2025	Development of an environment for the use of generative AI to meet operational needs, such as utilizing operational know-how for dams and hydroelectric power plants, and commencement of business applications.	■	P72
	Investment in human capital*3	● Growing gap between the ideal state and current state of human resources due to changes in the business environment ● Intensifying competition for human resources caused by a declining working population	Diverse human resources needed to evolve stable supply and expand business areas taking active roles	Enhance engagement and achieve "A" or higher rating	FY2025	A Rank	■	P31-37
				Achieve the percentage of male employees taking childcare leave of 100%	FY2025	102.7%	■	
	Development of global business to increase corporate value	Destabilized political and economic situations overseas (increased country risk)	Globally increasing interest in decarbonization business	Make accumulated investment of about 400 billion yen (FY2021-2030) and achieve profit of about 20 billion yen	FY2030	(Activity example) Completion of investment in NuScale Power, a U.S.-based SMR development company	■	P64-65
G Governance	Ensuring compliance*4	Decline in social credibility related to compliance	Gaining trust from stakeholders	Make combined efforts throughout the Group to implement compliance promotion measures	Every fiscal year	● Proper operation of helplines (124 consultations received) including the Chuden Group/Joint Helplines ● Implemented compliance education (trainings and seminars) for the Group	■	P49, 89-90
	Enhancing governance and risk management, including group companies	● Erosion of confidence of the entire Group caused by subsidiaries, etc. ● Cyberattacks and IT system defects	Fairer and more transparent decision-making	Make sure to conduct assessment on the effectiveness of the Board of Directors and work for constant improvement	Every fiscal year	● Conducted a questionnaire survey based on the transition to a company with an Audit and Supervisory Committee, on the premise of undergoing evaluation by a third-party organization. ● Advanced the delegation of authority to the executive side by setting appropriate decision-making levels, deepened the separation between execution and oversight, and strengthened the effectiveness of the oversight function by granting Audit and Supervisory Committee members voting rights at the Board of Directors. ● Enhanced deliberations on management policies and strategy formulation by creating opportunities to acquire knowledge through discussions with experts and overseas study tours.	■	P80-88, 91
				Cases where cyberattacks caused impact on business operations: 0	Every fiscal year	Cyberattacks that affected operations: 0	■	P92
	Enhancing resilience and large-scale disaster response capabilities	Natural disasters becoming increasingly severe	● Growing awareness for resilience ● Need for stable supply reacknowledged	Expansion of interconnection capacity between Tokyo and Chubu regions by 900 MW (from 2.1 million kW to 3.0 million kW).	FY2027	Construction work toward expanding interconnection capacity between Tokyo and Chubu regions by 900 MW is proceeding as planned (progress rates for each project) Higashi-Shimizu Substation FC expansion: 62% Shizuoka Substation transformer expansion: 10% Toei Substation transformer upgrade and other work: 56%	■	P58-59

*1 Including promotion of renewable energy, development and social implementation of decarbonization and other new technologies and implementation of environmental management;
*2 Including creation of new communities and realization of a recycling-oriented society. For resolution of issues in local communities and society through industry-academia collaboration, visit the link to details of our materiality shown at the top of the page;
*3 Including acquisition and development of diverse human resources as well as safety and health; *4 Including anticorruption and respect for human rights; *5 Assessed in three levels: ■ As targeted, ■ Slightly below the target and ■ Below the target

Toward Restarting the Hamaoka Nuclear Power Station

In a highly volatile business environment, we believe that leveraging nuclear power is essential for achieving a decarbonized society, the safe, cost-effective, and stable provision of energy, and the sustainable growth of the Chubu Electric Power Group.

Furthermore, in the "Seventh Strategic Energy Plan" and the "GX2040 Vision," which were approved by the Cabinet in February 2025, the "optimal use of renewable energy and nuclear power" with safety as a major prerequisite was clearly stated, and the necessity of nuclear power generation has been increasing.

Based on the basic energy policy "S+3E*," with safety as the top priority, we aim for the early restart of the Hamaoka Nuclear Power Station.

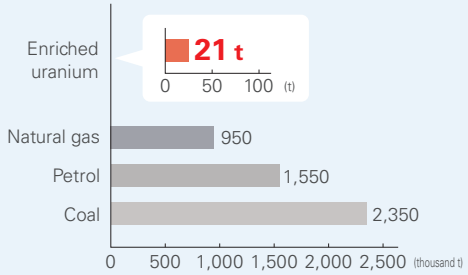
* With Safety as a fundamental premise, simultaneously aim for Energy Security, Economic Efficiency, and Environmental Protection.

Hamaoka Nuclear Power Station

	Social issues	Characteristics of nuclear power generation
S		Safety
3E	Energy Security: Ensuring stable electricity supply Economic Efficiency: Stabilizing electricity prices	Japan has a particularly high dependence on overseas energy resources among advanced countries (approximately 90%), leading to a fragile energy structure. In countries expected to experience continued high economic growth, further increases in energy consumption are anticipated, intensifying competition for limited resources. As a result, rising resource prices may lead to increased costs, potentially translating into higher electricity bills and increased burden on customers.
	Environment: Realization of a carbon-free society	In the pursuit of achieving carbon neutrality by 2050, reducing CO_2 emissions from thermal power generation—known for its stable and substantial supply capacity—necessitates both the decarbonization of thermal power generation and the partial substitution with other low-carbon energy sources.

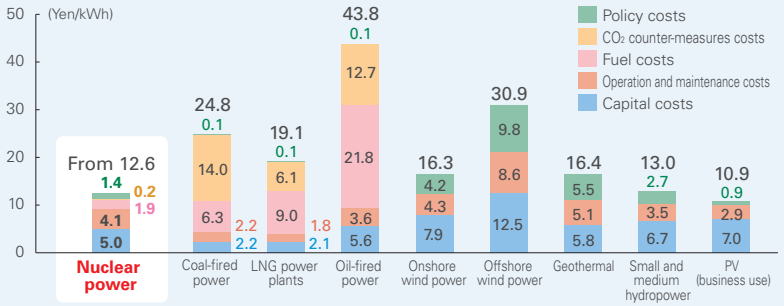
Nuclear power is a semi-domestic energy source that overwhelmingly produces energy output relative to fuel input. It can maintain electricity generation for several years using solely domestically held fuel. This source boasts exceptional stability and efficiency, largely unaffected by weather conditions during electricity generation and as nuclear fuel is sourced from politically stable regions. With fuel costs constituting a small portion of overall electricity generation costs, nuclear power is robust against fluctuations in resource prices and exchange rates. As a result, nuclear power contributes to delivering cost-effective and stable energy.

Fuel Required to Operate a 1 GW Power Plant for One Year



Source: Agency for Natural Resources and Energy, "Nuclear Power 2010"

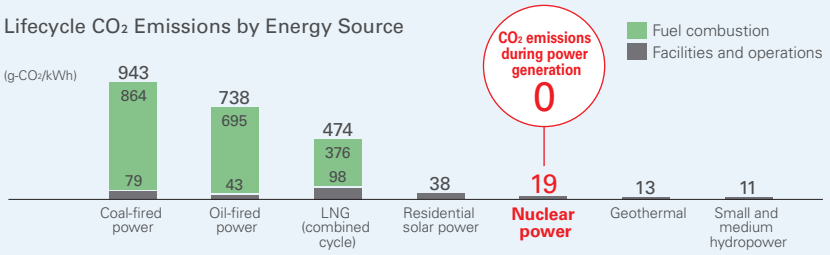
Cost of Electricity Generation by Energy Source



Created based on the summary of results from the 2023 estimates in the "Summary on Power Generation Cost Verification (February 2025)" by the Power Generation Cost Verification Working Group

Nuclear power generation, which utilizes the heat energy generated by nuclear fission of nuclear fuels such as uranium, does not emit CO_2 during the generation process. It is therefore considered an excellent method of electricity generation from the perspective of mitigating global warming, akin to solar and wind power generation.

Lifecycle CO_2 Emissions by Energy Source



Source: Comprehensive Assessment of Life Cycle CO_2 Emissions from Power Generation Technologies in Japan issued by the Central Research Institute of Electric Power Industry (July 2016)

CFO Message

Director,
Senior Managing Executive Officer,
General Manager of Corporate Administration Department,
Procurement Department,
and Business Foundation Support Department
CFO*

Hayami Toshihiro

* CFO:
Chief Financial Officer

I was newly appointed CFO as of April 2025. I have built my career primarily in financial management, including accounting and budgeting, and have also directed the full gamut of accounting and finance operations, drawing on my experience and expertise in management strategy and risk management. Even in this highly uncertain business environment we find ourselves in, I intend to make full use of my past experience to achieve sustainable growth.

To further enhance corporate value, we will build and promote a strategic financial framework and connect our Company with stakeholders, including shareholders and investors.

To achieve sustainable corporate value growth for the Group, create new value, and contribute to local communities, we will focus particularly on the following three points to implement management that is conscious of capital cost and stock price.

1. Improving Asset Efficiency and Maximizing Cash Flow

Our goal is ROE of 8% or higher, in line with market expectations, which we will achieve by strengthening our earnings power and reviewing our business portfolio. We will set ROIC targets by area and enhance our competitiveness and expand profit in each business area. Through more advanced monitoring and selection and concentration of businesses and investments, we will aim for an optimal asset structure that contributes to maximizing cash flow and improving competitive advantage.

2. Managing the Balance Sheet to Support Growth Strategies

To implement our growth strategies and improve asset efficiency, we will allocate with consideration for the balance among investment in growth opportunities, enhanced shareholder returns, and ensuring financial soundness, while also pursuing an optimal capital structure by minimizing business risk and WACC and considering credit rating approaches. We will also consider leveraged financing while taking into account business risk reduction, financing cost optimization, and appropriate financial discipline.

Shareholder returns will be enhanced in conjunction with balance sheet management aimed at achieving an optimal capital structure.

3. Promoting Management with an Awareness of Market of Capital and Stock Price

To meet capital market expectations, we will engage in management that is conscious of the levels expected by the market and stakeholders, as well as the stock price. We will actively create opportunities for dialogue with shareholders and investors and incorporate capital market feedback into our management PDCA cycle. We will also promote transparent and valuable information disclosure to clearly communicate our initiatives and future vision, thereby reducing capital costs.

FY2024 results and outlook for the medium-term management targets

Excluding time lag, ordinary income in FY2024 was approximately 264 billion yen, following FY2023's 371 billion yen, marking the second-highest level since the Company began disclosing ordinary income excluding time lag in 2011. Even excluding temporary factors that boosted profits—such as system-based ex-post adjustments to Power Grid and profits from Miraiz's lower power procurement prices—ordinary income remained around 200 billion yen in both FY2023 and FY2024.

While concerns remain regarding potential impacts on the Group, such as fluctuations in power demand in the Chubu area due to U.S. tariff policies, based on currently available information, the forecast for FY2025's ordinary income excluding time lag is approximately 210 billion yen, exceeding the medium-term management target of 200 billion yen or more. This is evaluated as an indication that the Company's earnings power, centered on the energy business, has been strengthening.

The business and investment environment surrounding the Company is expected to remain uncertain with heightened risks; however, in addition to further strengthening market responsiveness and reducing costs, the Company will thoroughly implement risk management—such as monitoring each business and evaluating investment projects—to ensure the steady achievement of its medium-term management target.

Perspective	Metric	Results			Outlook	Medium-term Management Target
		FY2022	FY2023	FY2024	FY2025	FY2025
Growth potential	Consolidated Ordinary Income (excluding time-lag) [Approx. billion yen]	156	371	264	210	200
	Break down (1) Miraiz	64.8	191	125	90	40-50
	Break down (2) Power Grid	7	95.6	47.5	10	20-30
	Break down (3) JERA	67	54	47	80	70-80
	Break down (4) Others	17.5	30.9	44.3	30	50-60
	Operating CF [Billion yen]	295.7	344	301.3	Approx. ¥1,200 billion (Cumulative from FY2022 to FY2025)	Approx. ¥1,100 billion (Cumulative from FY2022 to FY2025)
	Amount of strategic investments [Approx. billion yen]	40	190 (Cumulative from FY2022 to FY2023)	290 (Cumulative from FY2022 to FY2024)	460 (Cumulative from FY2022 to FY2025)	450 (Cumulative from FY2022 to FY2025)
	Break down (1) Renewables area	—	Approx. 30% of the total	70	90	100
	Break down (2) Global business	—	Approx. 10% of the total	90	160	150
	Break down (3) New form of community Resource recycling, etc.	—	Approx. 60% of the total	130	210	200
Efficiency	ROIC (Excluding the time-lag impact)	2.9%	5.5%	3.8%	3.3%	3.2% or more
	ROE (Excluding the time-lag impact)	6.3%	11.6%	7.0%	Approx. 6%	Approx. 7%
Financial health	Shareholders' equity ratio	31.9%	36.4%	39.1%	Approx. 39%	30% or more

CFO Message

Initiatives to improve PBR (asset and portfolio replacement through selection and concentration)

In the Medium-term Management Plan announced in April 2022, the Company set a management target of ROIC of 3.0% or more. In April 2024, it announced a revision to the target, raising the ROIC goal to 3.2% or more, thereby promoting capital-efficiency-conscious management. However, as of the end of March 2025, PBR remains below 1.0, at 0.44 times. Accordingly, based on input from capital markets and awareness of the Group's challenges, the Company has undertaken a deeper examination and organized measures to improve PBR with the aim of promoting stock price-conscious management.

To improve ROE, the Company will pursue optimization of its business portfolio through asset replacement, advancement of business-by-business target management, and examination of optimal equity capital levels in consideration of business risks. To ensure profit generation from limited management resources, we will first conduct a deeper examination and visualization of the progress of individual investment projects to promote selection and concentration. From the perspective of promoting portfolio management, we are organizing initiatives to advance business-by-business target management in ways that contribute to ROE improvement. As part of the visualization of progress on individual investment projects toward asset and portfolio replacement, the Company will identify projects with weak strategic significance or synergies.

To improve PER, the Company will address concerns over profitability in the electric power business by actively communicating with shareholders and investors and disclosing more quantitative information than before regarding: Miraiz's market share by area, the Company's proposals to the government to stabilize the income and expenditure of Power Grid's transmission and distribution business, the schedule for restarting Hamaoka Nuclear Power Station, initiatives in new growth areas, such as the real estate business and contributions to profit from global businesses, including Eneco.

Current recognition	Current status (FY2024 results) / Expected levels from capital markets, etc.	Initiatives before FY2023	Initiatives in FY2024	Response status / Current initiatives
PBR (Price Book-value Ratio) Less than 0.5 times ▼ Greater than 1.0 times	ROE (Return on equity) Approx. 7.0% ▼ 8.0% or higher	● Raise of ROIC target ● Reevaluation of Miraiz's standard rates ● Reduction of cross-shareholdings balance (69.6 billion yen at the end of FY2021 → 15.9 billion yen at the end of FY2023)	● Set investment area-specific WACC as an investment criterion for new growth areas ● Disclosure of company-wide WACC ● Reevaluation of Miraiz's standard rates ● Reduction of cross-shareholdings balance (15.9 billion yen at the end of FY2023 → 13.7 billion yen at the end of FY2024)	● Reorganization of the business portfolio (asset replacement) Sell policy-held shares after re-evaluating the significance of holding these shares, Initiate visualization of progress for individual projects (synergy and other verifications planned) ● Enhancement of business-specific target management Disclosure of segment-specific ROA by segment (with plans to expand ROIC, etc.) ● Consideration of optimal capital equity based on business risks Disclosure of the approach to optimal capital structure
	PER (Price Earnings Ratio) Approx. 6.0 times ▼ Improvement through expected growth/stable performance	● Establishment of Audit and Supervisory Committee ● Inclusion of climate change metrics into executive compensation ● Achieved a majority of external directors on the Board ● Announcement of a dividend increase to 60 yen ● Establishment of the standard seismic ground motion for Hamaoka Nuclear Power Station	● Disclosure of quantitative updates on initiatives leveraging the Company's strengths to gain credibility in growth prospects ● Maintainment of a majority of external directors on the Board ● Establishment of the standard tsunami for Hamaoka Nuclear Power Station and movement to plant screening ● Contribution to the stabilization of Power Grid's income and expenditure through proposals at national councils ● Improvement of ESG score (MSCI, FTSE, DJSI)	● Disclose more quantitative information than before regarding initiatives for restarting the Hamaoka Nuclear Power Station and initiatives in New Growth Areas Disclose the schedule for restarting Hamaoka Nuclear Power Station Disclose the profit contributions from the real estate business and other areas Disclose the status of collaboration within the Group (such as in the real estate business, etc.)

Advancement of business-by-business target management

Since FY2019, we have actively implemented strategic investments, but flexible and strategic financial management will continue to be necessary for sustainable growth going forward. Regarding portfolio replacement such as asset sales and reinvestments, this has been an area with little track record at our Company so far; however, aiming to improve ROE, we intend to promote portfolio management by utilizing business-specific target management such as business-specific ROIC and WACC.

Aiming to deepen autonomous management and portfolio management, we are progressing examination of business-specific ROIC target settings that consider competitors' WACC levels and spreads faced by each business, in line with the next medium-term management target.

Regarding ROIC, we grasp it by evaluating the targets set for each business that assume exceeding our capital cost level, along with the sales, expenditure, and investment plans and their progress which underlie those targets.

For evaluation of each business, after analyzing revenue and cost structures, we set KGIs and KPIs that reflect the characteristics of each business, and utilize PDCA cycles of monitoring and improving measures toward target achievement to enhance business activities. In operating business-specific ROIC, autonomous management with clearly designated responsible persons is implemented, while governance is strengthened by introducing monitoring by administrative departments to provide checks on business divisions. To realize an optimal portfolio, we will advance sophistication of business-specific target management using ROIC and WACC, conduct effective monitoring, and strive to improve ROE.

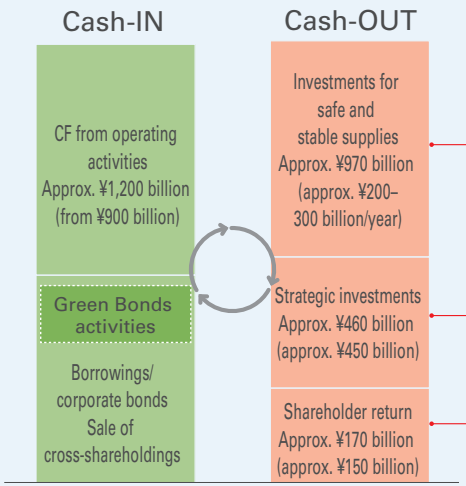
To enable effective efforts in each division, toward the next Medium-term Management Plan, we will break down business-specific ROIC targets into KGIs and KPIs for each business area and division, and promote deployment such as via tree diagrams so that each employee recognizes how their efforts contribute to management goals, aiming to enhance effectiveness.

CFO Message

Cash allocation

Consolidated operating cash flow is expected to be about 1,200 billion yen, compared to a guideline of about 1,100 billion yen for the cumulative period from FY2022 to 2025 under the medium-term management target.

Regarding consolidated investment cash flow, in addition to capital expenditures for stable power supply, we are making strategic investments to transform the business structure toward realizing our vision, so the amount has continued to exceed consolidated operating cash flow. Since the start of strategic investments in FY2019, profit contributions have steadily expanded, and we will continue aiming to create new value for customers and society.



Cash allocation in FY2022-2025 (Outlook)

Note: Figures in parentheses are planned values at the time of the announcement of the Medium-term Management Plan (April 2022)

Overview of cash allocation

While thoroughly pursuing efficiency, we are steadily making investments aiming at strengthening and advancing our capabilities.

- Considering the intensifying competition in the global renewable energy market and changes in the business environment due to rising interest rates, we are **selectively investing in global businesses** while **increasing investments in initiatives for solving regional issues**.
- We have **established investment criteria based on WACC for each investment sector** and confirmed that **profitability exceeds the cost of capital.**

We will be the first among former general electric **utilities to return to levels prior to the Great East Japan Earthquake (60 yen),** and for FY2025, we forecast a dividend of 70 yen annually, the highest since the fiscal year **when annual accounts started in FY1978.**

Approach to strategic investment

Although a severe investment environment is expected to achieve decarbonization targets and other goals, we will steadily advance the realization of plans based on disciplined investment criteria.

Management status of strategic investments

[Investment criteria and withdrawal criteria]
In line with business area expansion, we set Investment-sector specific WACC*1, which corresponds to investment criteria for new growth areas. We also reviewed withdrawal criteria for existing projects and added new withdrawal criteria to correspond with investments in going-concern enterprises. By thoroughly applying investment decisions based on Investment-sector specific WACC and conducting monitoring, we confirm whether the process is exceeding capital costs and actively consider asset replacement.

Approach to investment criteria after review

- We set investment sector-specific WACC and confirm that Project-IRR*2 of each investment project exceeds this.

*1 Criteria that considers risk depending on the investment sector (> Chubu Electric Power WACC) Chubu Electric Power's WACC is estimated to be around 2.5% (as of the end of March 2025)
*2 The discount rate at which the present value of future cash flows generated by the investment equals the present value of the investment amount.

[Monitoring]
Because strategic investments tend to remain on the balance sheet as non-amortizable (excluding goodwill) and sometimes have limited cash-based returns, we will link concrete actions such as profit recognition, loss cutting, and asset replacement by enhancing monitoring sophistication through accurate judgment of the latest outlook and business environment in addition to performance.

We will strengthen cooperation between monitoring of individual projects and monitoring of overall profit targets and asset efficiency targets such as ROIC of the investment department, advance management sophistication, proceed with strategic investments, and generate results, aiming to realize the management vision of "Domestic Energy: New Growth Fields = 1:1."

Pursuit of optimal capital structure

The current optimal capital structure is aimed at a shareholders' equity ratio of the mid-30% to high-30% range, considering the necessary capital for business risks such as investments in the Hamaoka Nuclear Power Station and renewable energy toward carbon neutrality, strategic investments in new growth areas, and from the viewpoints of reducing WACC and maintaining credit ratings necessary for funding. We understand that as of the end of FY2024, the shareholders' equity ratio is about 39%, near the upper limit of this guideline.

Toward the next Medium-term Management Plan, we will pursue an optimal capital structure using approaches including: (1) Business risk approach considering minimum shareholder capital and segment risk weights in emergencies; (2) WACC approach conscious of capital cost reduction; and (3) Credit rating approach from the perspective of maintaining funding creditworthiness.

With progress in inspections and construction at the Hamaoka Nuclear Power Station increasing the likelihood of restart, and in line with medium-term business risk reduction, we will appropriately review necessary capital amounts, and in the next Medium-term Management Plan, we will present the optimal capital structure, including consideration of share buybacks.

CFO Message

Shareholder return policy

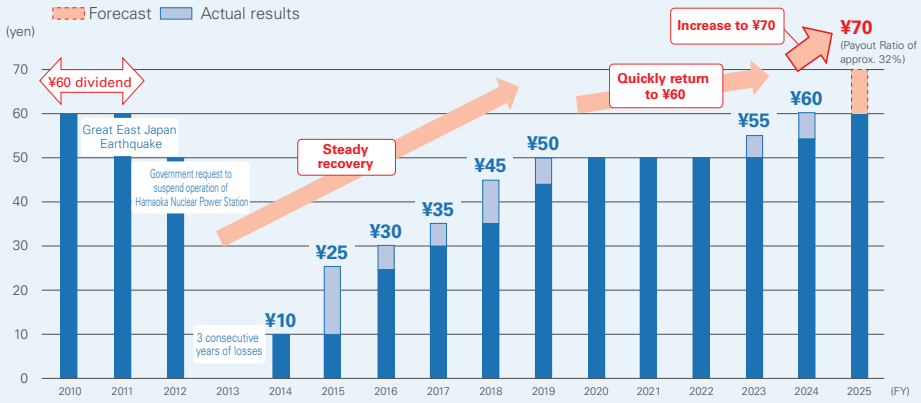
By continuously advancing capital expenditures for safe and stable electricity supply and promoting investments in growth fields, we aim for sustainable growth and improved corporate value. We recognize shareholder returns as an important mission and, while maintaining stable dividends as the basis, strive to return profits in line with profit growth, aiming for a consolidated dividend payout ratio of 30% or more.

Since FY2023, even excluding temporary profit-boosting factors, we have maintained profit levels exceeding 200 billion yen, and excluding time lag, ordinary profit for FY2025 is expected to be about 210 billion yen. Dividends for FY2025 are planned to increase by 10 yen from FY2024 based on shareholder return policies, medium-term financial conditions, and capital market expectations, targeting an annual dividend of 70 yen per share (interim 35 yen, year-end 35 yen). Based on the FY2025 earnings and dividend forecasts, the payout ratio is expected to be above 30%.

While other companies have eroded shareholder equity since the Great East Japan Earthquake, we have maintained a certain level of equity to respond to business risks, resulting in a currently high shareholders' equity ratio. We recognize the need to not only advance strategic investments aimed at medium- to long-term profit expansion but also to place more focus on strengthening shareholder returns.

Future shareholder return policies will be presented in the next Medium-term Management Plan considering financial outlooks such as income and cash flow, and capital market needs for shareholder returns. While keeping in mind equity levels appropriate to changes in medium-term business risks, we will reorganize growth strategies, discuss cash allocation toward realization, and examine optimal equity including share repurchases.

● Trends in dividends per share



Challenges toward the next Medium-term Management Plan

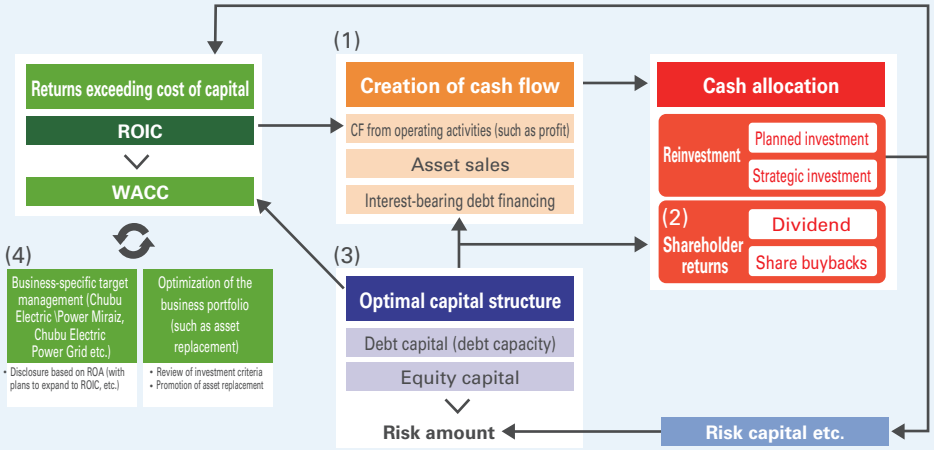
Toward the next Medium-term Management Plan scheduled for publication in 2026, we will build a strategic financial framework that integrates evaluation of cash returns based on capital costs, policies on optimal capital structure, and cash allocation policies, and realize sustainable corporate value enhancement by assembling an optimal business portfolio aligned with management goals. Specifically, we will advance examination of the following current issues and priority initiatives and present progress and policies in the next Medium-term Management Plan.

(1) **Further expansion of Cash-IN**
Balancing stable supply and decarbonization, providing high value-added services including new growth areas

(2) **Shareholder return**
Considerations based on dialogue with the capital market and financial forecasts such as income and cash flow

(3) **Pursuit of optimal capital structure**
While keeping in mind the appropriate level of shareholders' equity corresponding to medium-term changes in business risk, including the possibility of share buybacks

(4) **Building an optimal business portfolio**
Deploy management indicators such as ROIC by business segment and promote asset portfolio replacement



Human Resources Strategy

Human Resource Strategy (Japanese version only)

Sasaki Toshiharu
Executive Vice President
General Manager of Safety & Health Promotion Department and Human Resources Department

We aim to be an inclusive organization where each individual feels they can fully express their personality and utilize their abilities.

In a rapidly changing management environment, each human resource, who are the source of corporate value, must "shine even brighter and unite their brilliance into the power of the organization" so that the Group can achieve its vision and continue contributing to the sustainable development of communities and society.

Our human resource strategy sets forth two pillars: creating an environment where diverse human resources can take active roles and providing opportunities and support to employees who meet the challenge of self-transformation, alongside initiatives for DE&I and various other measures.

To make this vision a reality, it is extremely important that the company and organization are places where employees feel motivated to take on challenges on their own. The foundation for this is building psychologically safe workplaces where teams unite and active communication flows, which will nurture each individual's desire to take on more challenges and allow their personality and abilities to flourish.

Through these initiatives, we will continue to promote the creation of an inclusive organization where each person can experience self-growth and job satisfaction, and together we will pioneer the future.

To simultaneously "fulfill our unwavering mission" of providing high-quality, safe, affordable, and stable energy and "create new value" by providing new services in response to changes in the business environment, it is essential that each employee, as the driving force, continue to pursue self-transformation. We are committed to creating a work environment where employees can continue to engage in their work with a sense of purpose and fulfillment, with the aim of being chosen as a field of challenge by our people and realizing our vision of becoming a "comprehensive energy company group that is one step ahead," delivering services that exceed expectations ahead of others. Additionally, we expect employees to leverage such an environment to fully demonstrate their abilities in their own way and realize their desired self within the Chubu Electric Power Group field.

Believing that "the growth and active roles of each individual employee are essential and represents the very essence of corporate value," we will further promote human capital management to create new value and provide it to society as a whole.

Two pillars of our initiatives for enabling each and every employee to demonstrate his or her capabilities

Creating an Environment Where Diverse Human Resources Can Take Active Roles

All employees take action toward realizing safety

Safety information is shared among all employees

To stay healthy throughout one's lifetime

Maintain and improve health with wearable devices

Support life-work balance

Expand and upgrade paternity leave and flextime systems

Providing Opportunities and Supporting Employees Who Meet the Challenge of Self-transformation

Promote with three keywords

An environment where people can learn and grow on their own — Chance

Internal recruitment and learning support systems, create an environment to realize the Vision

Foster a culture compatible with the Vision — Challenge

Engagement survey

Diverse human resources taking active roles — Change

Active roles for diverse human resources
Upgrade and expand recruitment systems that includes hiring specialist employees

Human Resources Strategy

Overall image of human resources strategy

Human resources strategy (Japanese version only)

Human Capital

- Human resources with the mindsets and abilities to take on challenges
- Human resources capable of social implementation of innovation
- Human resources capable of pursuing the evolution of "the provision of energy"

INPUT — Pillars of our human resources strategy

Creating an environment where diverse human resources can take active roles

- Culture of safety
- Health Management
- DE&I
- Workstyles

Providing opportunities and supporting employees who meet the challenge of self-transformation

- Chance | Create a chance |
- Challenge | Boldly take up challenges |
- Change | Achieve transformation |

ACTION: Initiatives	ACTION: KPI/KGI		OUTPUT: FY2024 results
Culture of safety			
We will establish safe work environments based on our unwavering conviction that all injuries are preventable. ▶P33	●Fatal industrial accidents[*1]	0	1
Health Management			
We will establish an environment where employees can work healthily and energetically based on the belief that they should remain healthy throughout their lives. ▶P34	●Healthiness and vitality[*2] (Presenteeism)	97.5% or higher (FY2024)	95.1%
	●Injury and illnesses absence rate[*2] (Absenteeism)	Less than 0.84% (FY2024)	1.00%
DE&I			
We will establish an environment where diverse human resources can play active roles in a healthy, safe, and secure manner and foster a culture of mutual recognition and trust. ▶P35	●Number of female managers	3 times the number of 2014 (FY2025)	3.2 times (as of July 2025)
	●Percentage of male employees taking childcare leave[*3]	100% (FY2025)	102.7%
	●Disabled persons employment ratio	Compliance with the legal employment rate (2.5%)	2.92% (as of June 2025)
Workstyles			
Establish an environment where employees can fully utilize their abilities according to life cycle events. ▶P35	●Permeation of flexible workstyles (utilization rate for telework, My Flex System[*4] usage rate = system usage of one or more times per person)	100% (FY2025) (Applicable to employees eligible for flextime)	99.1%
Chance | Create a chance |			
Provide opportunities for employees to grow and take active roles in line with changes in the business environment and management strategies ▶P36	●Number of My Career recruitments	300 posts (FY2025)[*5]	420 posts[*5]
	●Usage rate of online learning services (Usage rate = 2 courses or more/person)	100% (FY2025)	93.6%
Challenge | Boldly take up challenges |			
Establishing environments where employees can take on new challenges ▶P37	●Engagement survey overall score rating[*6]	[A] Third from the top out of 11 levels (FY2025)	A Third from the top out of the 11 levels
Change | Achieve transformation |			
Aim to reform existing operations and expand business areas by utilizing diverse human resources ▶P37	●Percentage of mid-career recruitment in the number of hires	20% (FY2025)	27% 158 persons

Demonstrate own unique abilities in accordance with every life event and career stage

Realize growth and active roles that transcend the trajectory of predecessors

OUTCOME

Vision

A comprehensive energy company group that is one step ahead
in providing customers with services that exceed their expectations

Fulfilling our unwavering mission
of providing high-quality safe, affordable, and stable energy

Simultaneous attainment

Creating new value
that provides new services that respond to changes in the business environment

*1 Includes accidents involving executive officers, directly employed employees, temporary staff, and contractors/subcontractors. *2 Healthiness and vitality refers to the degree to which employees are able to work in an optimal physical and mental condition, with 100% being the best. It is measured using the "WLQ-J" evaluation method (from FY2025, the method will be revised and measurements will be conducted using the "SPQ"). The rate of absence due to injuries and illnesses refers to the proportion of employees taking leave due to illness or injury. It is calculated based on the number of days taken off due to illness or injury (from FY2024, it is expressed as a percentage). *3 Percentage of male employees taking childcare leave and short-term leave for childcare as stipulated in the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members *4: A workstyle in which the daily flexible settlement time is negative. Utilize extra time generated to enrich lives *5 The 300 posts set as a KPI refer to the number of positions to be recruited in FY2024 for the FY2025 regular personnel transfers. The actual number of positions recruited in FY2024 was 420. *6 Measured through an engagement survey provided by Link and Motivation Inc.

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Along with efforts concerning safety and health, which are top priority matters in corporate management,
we are implementing a range of measures in relation to DE&I and workstyles under the approach of making proactive investments for attaining further corporate growth and increasing employees' motivation at work.

Workforce health and safety management

Workforce health and safety management

[Safety and Health Declaration]

The Chubu Electric Power Group Basic Safety and Health Policy articulates Chubu Electric Power Group's policy to create a better environment so that our business partners, including our subcontractors, can devote themselves to their work in a safe and healthy way and work actively.

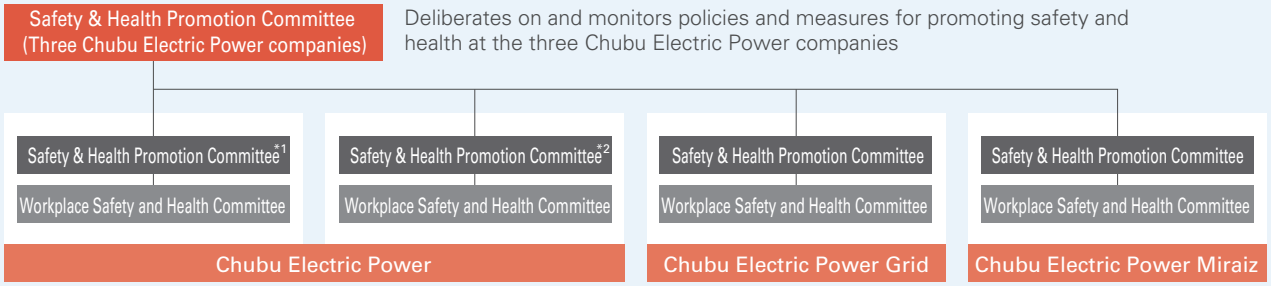
Under the Basic Policy, we have also formulated the Safety and Health Principles of Action as a specific code of conduct for executives and employees to foster a corporate culture and workplace atmosphere, which value people.

To ensure that the Basic Safety and Health Policy and the Safety and Health Principles of Action are well understood by all employees, we have issued top messages and renewed explanatory booklets.

[Structure to promote safety and health activities]

In order to foster a culture of safety and promote health management, we hold a meeting of the Safety & Health Promotion Committee on a periodic basis. As key goal indicators (KGIs) shared among Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz, we have selected "zero fatal industrial accidents," "healthiness and vitality" and "rate of absence due to injuries and illnesses" and set a quantitative target for each to monitor the status of achievement and progress in implementing related measures at each company.

Under the Guidelines on Occupational Safety and Health Management Systems (OSHMS) of Japan's Ministry of Health, Labour and Welfare, we also work to increase the safety and health levels in each workplace by implementing a plan-do-check-act (PDCA) cycle.



*1 Chubu Electric Power (excluding Renewable Energy Company) *2 Renewable Energy Company

[Providing safety and health training]

Senior management, as leaders for fostering a culture of safety and promoting health management, have been receiving safety and health training by outside specialists. In FY2024, 15 executives participated in the program that spanned over the period of six months and undertook safety and health initiatives while setting targets by themselves. From FY2024, the scope of safety training has been expanded to include senior management from Group companies responsible for construction work ordered by the Company, with 20 people participating.

With the aim of instilling the Safety and Health Principles of Action, increasing safety and health awareness and promoting behavior change, we provide training by rank to newly appointed heads of the departments who are the key persons for safety and health activities in each workplace, as well as newly appointed executives and new employees.

Safety and health training for senior management

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Initiatives related to safety

[Prevention of industrial accidents]

Safety specialists who have received special training evaluate the safety and health activities of each workplace of the three Chubu Electric Power companies through document checks, questionnaire surveys and interviews and report the results to each workplace. Based on these results, the workplace voluntarily works to make sustained improvements.

Evaluation of safety and health activities by safety specialists

[Preventing recurrence of industrial accidents]

Upon the occurrence of an industrial accident, safety specialists will check the accident site, question the relevant departments and provide support for everything from the investigation of the root cause to the formulation of countermeasures. In this way, we are working to prevent the recurrence of the same or similar accidents.

[Safety contests]

Chubu Electric Power holds safety contests with the participation of management and employees of the three Chubu Electric Power companies and managers of our subcontractors. Through the contests, Chubu Electric Power shares with the subcontractors, who are our business partners, the strong commitment of "safety takes priority over all else" and makes concerted efforts to proactively practice safety activities.

FY2025 safety contest

Initiatives related to health

Promotion of health management

[For achieving well-being]

- With a conviction that all work colleagues "will remain healthy throughout our lives," Chubu Electric Power has been promoting health management and striving to create an environment where employees can remain healthy both physically and mentally and work with vitality so as to increase motivation at work and performance and ultimately enhance corporate value.
- We seek to achieve well-being by supporting all employees both physically and mentally regardless of their age, gender or job category.

Achieving well-being

1 Improving presenteeism*1
(Healthiness and vitality)
95.1% in FY2024 against the target of 97.5%

2 Improving absenteeism*2
(Rate of absence due to injuries and illnesses)
1.00% in FY2024 against the target of 0.84%

*1 A score of 100% represents the best possible work performance. Assessed by using WLQ-J in FY2024. Planned to be assessed by using SPQ in FY2025.

*2 Calculated using days lost due to injuries and illnesses

Physical health

- Health promotion using a wearable device
- Support for improving dietary habits
- Periodic and comprehensive medical checkups for early detection and prevention of diseases


Health education to new employees using a wearable device

Common initiatives

- Support for sleep improvement, ensuring an interval of 11 hours between work periods
- Support for women's specific health issues
- Health guidance provided by industrial health staff to all employees


Training video by Chief Corporate Industrial Physician Shibata Rei to improve sleep literacy

Mental health

- Positive mental health measures promoted by the dedicated team "C-POWERS" to cultivate a mindset consisting of mental resilience, self-esteem and independence


Positive mental health training conducted by the dedicated team "C-POWERS"

Details of efforts for achieving well-being

[Survey on Health and Productivity Management]

Electricity and gas industry category
1st place
for 5 consecutive years
from FY2020

Certified as a Health & Productivity Management Outstanding Organization (White 500)
6th time and
for 5 consecutive years
from FY2020

25 companies in the Chubu Electric Power Group certified as a FY2024 Health & Productivity Management Outstanding Organization
* Including the Chubu Electric Safety Association and the Chubu Electric Power Health Insurance Society

Creating an Environment Where Diverse Human Resources Can Take Active Roles

Initiatives related to diversity, equity and inclusion (DE&I)[*1]

The Group strives to provide an environment, in which all work colleagues can fully demonstrate their individual characteristics and capabilities and work together with vitality regardless of gender, age, gender identification or having or not having disabilities, and foster a culture of mutual acceptance and trust.

*1 DE&I is a concept to incorporate diversity, equity and inclusion and create an environment where diverse human resources respect each other and exert their capabilities to the fullest under equal opportunities.

[Promoting employment of persons with disabilities]

Including those working at our special subsidiary Chuden Wing Co., Ltd., about 360 persons with disabilities are working in our Group in various fields (as of June 2025). The same company also engages in activities such as uniform management, cleaning operations, maintenance and management of flowerbeds, and strawberry production and sales.

The service for dismantling service drop lines[*2], which started in 2021 in the Nagoya area (covering four business sites), has since been expanded to the Nishimikawa area and currently involves dismantling work at 18 business sites.

In addition, in April 2025, new business sites was established in Mie and Nagano prefectures, and entrusted services such as document delivery and collection began, further expanding the scope of activities.

*2 This refers to dismantling and sorting into parts the wires that connect buildings to utility poles, removed during the demolition of houses and other structures.

Growing strawberries

Service drop line dismantling work

[Women's active roles and balancing work with childcare]

Targets

- **More than triple** the number of female managers in FY2025 compared to FY2014 (103➡309 persons or more)
- Achieve the percentage of male employees taking childcare leave of **100%** in FY2025[*3]

In order to promote an increase in the number of female managers and engagement of male employees in childcare, we have been working on training programs, seminars and educational activities to raise awareness for the career formation of women and engagement of men in housework and childcare.

Furthermore, we have established a childcare leave system for a better life-work balance that provides support in excess of the legally required parental leave, allowing employees to work within a certain scope even during leave. In addition, flexible work arrangements, such as the flextime system, are provided to further promote work-life balance for employees raising children.

*3 Percentage of male employees taking childcare leave and short-term leave for childcare as stipulated in the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members

As part of awareness initiatives, we post articles on the intranet featuring interviews with male employees who have taken childcare leave.

Initiatives related to workstyles

[Flexible workstyles]

We have introduced a system of virtually four-day work[*4] and grandparental leave[*5], to enable individual employees to choose a flexible workstyle suited to the environment in which they are working.

System examples

Flextime system

- Removing the core time (fixed span of workhours) requirement
- Allowing employees to work intermittently
- Providing an option to choose to work virtually four days a week

Teleworking system

- Allowing employees to work outside the office, including home and business trip destination

Daily life support leave system

- Allowing employees to accumulate unused portions of their annual paid leave for nursing care of or attending to a sick family member[*6] or participating in a school event
- Possibility to accrue up to 40 days per year

*4 Launched in April 2024, this system of virtually four-day work allows employees to take an extra day off by working 7 hours and 40 minutes(the standard work hours of one day) dispersedly in the other work days of the week.
*5 Launched in April 2024.
*6 Revised in April 2024 to include grandparents and grandchildren in the definition of family members.

Utilization rate of the teleworking system and My flextime system

Results (FY2024)	Targets FY2025
99.1%	Systems used for 1 or more times/person: 100%

Eligible employees

Flextime system:
All employees, excluding temporary employees or those working on shifts (approx. 80%)

Teleworking system:
All employees, excluding those working on shifts

Daily life support leave system:
All employees, excluding assistant staff and dispatched employees

[Welfare programs]

We provide an environment where employees engage in work with a sense of security by offering a variety of welfare programs that support the foundation of living of employees and their families and are matched to diversifying ways of family and lifestyles.

System examples

- Support related to housing, an essential part of daily life, such as **rent subsidies and provision of dormitories for unmarried employees**
- **Cafeteria Plan**, where employees can select and use menu options in categories such as learning and promoting health
- Financial support for **internal community activities** (clubs, circles, workplace events, etc.) to promote active communication
- Join Chubu Electric Power's **employee shareholding association**

Eligible employees

Rent subsidy and dormitories for unmarries employees:
All employees, excluding contracted employees, contract employees, assistant staff and dispatched employees

Cafeteria plan and employee shareholding association:
All employees, excluding assistant staff and dispatched employees

In-house community activities:
All employees

Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

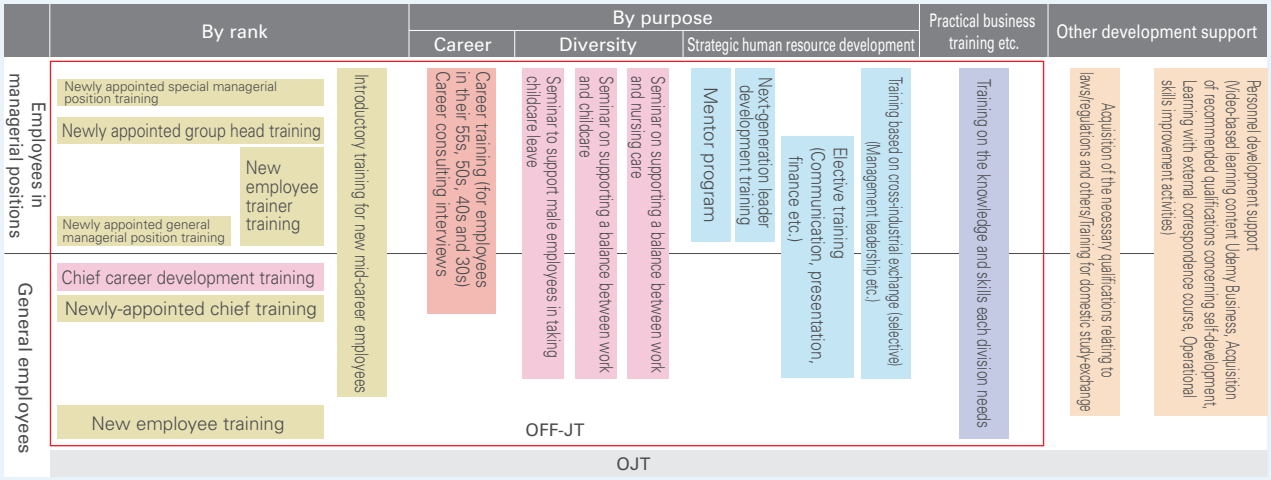
In order to create an environment where diverse human resources can explore their own careers, voluntarily take up challenges and outpace and be more active than their predecessors, we are implementing a range of measures based on the keyword of 3Cs, namely Chance, Challenge and Change.

Chance (Create a chance)

Chubu Electric Power proactively makes investment in human resources development, such as training and personal development, to encourage employees' self-growth.

Human resources development cost per person		Training time per person	
FY2022: 120,000 yen	FY2024: 149,000 yen	FY2022: 22 hours	FY2024: 25 hours

● Training system



[Trainings and Seminars]

In addition to training by rank, which is designed to encourage changes in the thinking and behavior matched to positions, we offer training by purpose.

- **Management/leadership training:** We hold next-generation leader development training for department managers of divisions and management seminars aimed at facilitating the success of diverse human resources serving as heads of organizations (department managers and section managers).
- **Division-wise training:** We carry out practical business training necessary for upskilling for each job and improving quality in each division (in the case of the Power Distribution Department: Training provided to develop skills for construction and equipment areas and the ability to supervise worksites).
- **Career development support:** To support employees' continued efforts in developing employability (the ability to be employed) from the perspective of employees' career formation, we hold career training and career consulting interviews at certain moments (the second year of employment, at the age of 29, 39, 49, and 55). Career training includes an asset building seminar to support employees' career design from the perspective of life-career theory in addition to professional careers.

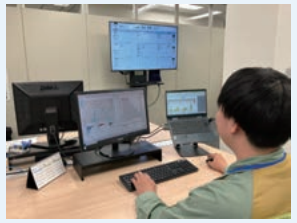
[Personal development support]

We have introduced Udemy Business*, which is video-based learning content that enables all employees to study a broad range of areas online, such as business skills and IT skills. We also proactively invest in human resources by enhancing support systems for qualification acquisition and upskilling.

By the end of FY2024, the cumulative number of qualifications acquired that are eligible for incentive payments had surpassed 3,000, indicating steady changes in employees' awareness and behavior, which are gradually leading to tangible results.

* Benesse Corporation is the exclusive business partner of Udemy in Japan.

Group activities for voluntary study aimed at acquiring qualifications



Utilizing the DX skills acquired, we have developed and implemented a visualization support tool for distribution design management operations.

[Increasing transfers through internal job posting systems]

In the regular summer personnel transfers for FY2025, recruitment was conducted for 420 positions, achieving the target. We will continue to provide opportunities for diverse career development.

Target	Using internal job posting systems for internal transfers: 300 posts (FY2025)

Providing Opportunities and Support to Employees Who Meet the Challenge of Self-transformation

Challenge (Boldly take up challenges)

[Promotion of management reform]

To realize Management Vision 2.0, each individual is expected to continue taking on challenges with voluntary motivation to contribute (i.e., a sense of purpose and fulfillment at work), and we believe the driving force for this lies in empathy toward the corporate philosophy and management vision.

To understand and foster empathy toward the corporate philosophy and management vision, it is essential for managers to serve as the link between the executive level and general employees, present the ideal state of the company and organization, and align this with each individual's career vision, thereby practicing change-oriented autonomous and collaborative management that draws out creativity and ingenuity. So far, we have prepared educational videos explaining the concept of autonomous and collaborative management, created video messages on the ideal state of each company and division, posted these on the corporate intranet, and incorporated them into the training curriculum for newly appointed department heads, thereby establishing an environment for acquiring the necessary skills, knowledge, and information.

We believe that continuing these initiatives will improve engagement, which reflects the degree of empathy toward the Company and willingness to contribute. Using data obtained from regularly conducted engagement surveys, we will continue to identify key points for communication between managers and their subordinates to enhance our unique a sense of purpose and fulfillment at work, and as a company, we will strive to ensure that managers can engage with workplace members with as little anxiety as possible.

FY2024 results
Overall score rating: "A"
* Third from the top out of the 11 ratings

Target
FY2025
Overall score rating: "A"
* Third from the top out of the 11 ratings

Target achievement in FY2024. We will continue to strive for an "A" rating or higher.

Note: Using an engagement survey provided by Link and Motivation Inc.

Change (Achieve transformation)

[Resource allotment based on the medium- to long-term strategy]

We are discussing and implementing a resource allotment system based on a business plan aimed at achieving Management Vision 2.0. By identifying all personnel and skills to be required in the future, we are facilitating the development of internal human resources and increased mid-career recruitment.

[Recruitment activities]

Regular recruitment

We recruit diverse human resources, who strongly identify with the corporate philosophy of Chubu Electric Power Group, have high aspirations and a spirit to continue taking up challenges toward the realization of the philosophy and are capable of leading the future of the Group, on a stable and regular basis.

As part of our recruitment activities, we hold briefing sessions and tours of various facilities to let participants understand and experience the mission of the Group in more specific terms.


Internship (facility tour)

We are also active in hosting an internship program. By providing opportunities for students to understand the Group's business and actually experience work related to their specialized fields and future careers, we are working to encourage them to gain a high level of professional awareness.

Mid-career recruitment

Chubu Electric Power Group has been witnessing an expansion of new growth areas, such as offshore wind power and other renewable energy businesses, global business and more accelerated promotion of DX. In addition, to swiftly and steadily respond to changes in the business environment, such as initiatives toward the restart of the Hamaoka Nuclear Power Station and strengthening the sales capabilities of Chubu Electric Power Miraiz, we are proactively recruiting work-ready human resources with business experience in diverse fields, including the electricity business, under our mid-career recruitment scheme.

In FY2023, we introduced a specialist employee system for those mid-career employees having advanced and specialized knowledge or skills. Based on the job description that specifies job content and expected outcome, the system sets job grades, based on which to evaluate them and determine their remuneration.

Target
Percentage of mid-career recruitment in the number of hires 20% (FY2025)

● Number of mid-career employees employed

* Planned figure

FY	2019	2020	2021	2022	2023	2024	2025
Regular recruitment (those employed April of the year)	398	392	417	390	405	427	458
Mid-career recruitment (those employed in the fiscal year)	8	31	53	72	137	158	220*
Mid-career recruitment rate	2.0%	7.3%	11.3%	15.6%	25.3%	27.0%	—

[Evaluation system]

Feeding back performance evaluation results

We conduct detailed evaluations of the capabilities of individual employees and their degree of contribution to the Company's business results. While feeding back the results from supervisors to employees, we also provide opportunities to establish communication for employees' further growth.

Striving to Balance the Global Environment and Business

The Chubu Electric Power Group has established the Chubu Electric Power Group Basic Environmental Policy, aiming to contribute to the realization of a decarbonized society through the promotion of Zero Emissions Challenge 2050, as well as to a nature-positive and recycling-oriented society.

Chubu Electric Power Group Basic Environmental Policy

We aim for sustainable growth as a total energy service corporate group that is one step ahead by providing safe, stable and affordable energy of high quality with consideration for the environment as well as a new form of community through the establishment of community support infrastructures.

To achieve this, we practice precise environmental management and encourage each employee to act with personal integrity. Through efforts across all business domains aimed at realizing a decarbonized, nature-positive, and recycling-oriented society, we contribute to the development of a sustainable society.

Realization of a carbon-free society

We Will Aim to Realize a Carbon-Free Society

Towards the Realization of Zero Emissions Challenge 2050

- We are promoting the use of nuclear power generation with safety and public trust as our highest priorities.
- In addition to hydro, solar, onshore wind, and biomass power, we are actively expanding our renewable energy business to include new fields such as offshore wind and geothermal energy.
- We are advancing initiatives to ensure power quality that will enable the effective use of renewable energy sources and storage batteries.
- Through the digitalization of energy to enable its optimal use, we strive for rational facility development and operation. At the same time, we aim to create community support infrastructure originating from customer needs and respond to the needs of society, thereby contributing to electrification and decarbonization together with our customers and society.

Coexistence with nature

We Will Strive to Coexist with Nature

- To protect our rich natural environment, we will take into account ecosystem biodiversity and water resources sustainability as we conduct our business activities.

Realization of a recycling-oriented society

We Will Aim to Create a Recycling Society

- We will work to reduce our consumption of resources and strive to minimize disposal volume by reducing waste as well as reusing and recycling resources.

Increased environmental awareness

We Will Endeavor to Raise Environmental Awareness

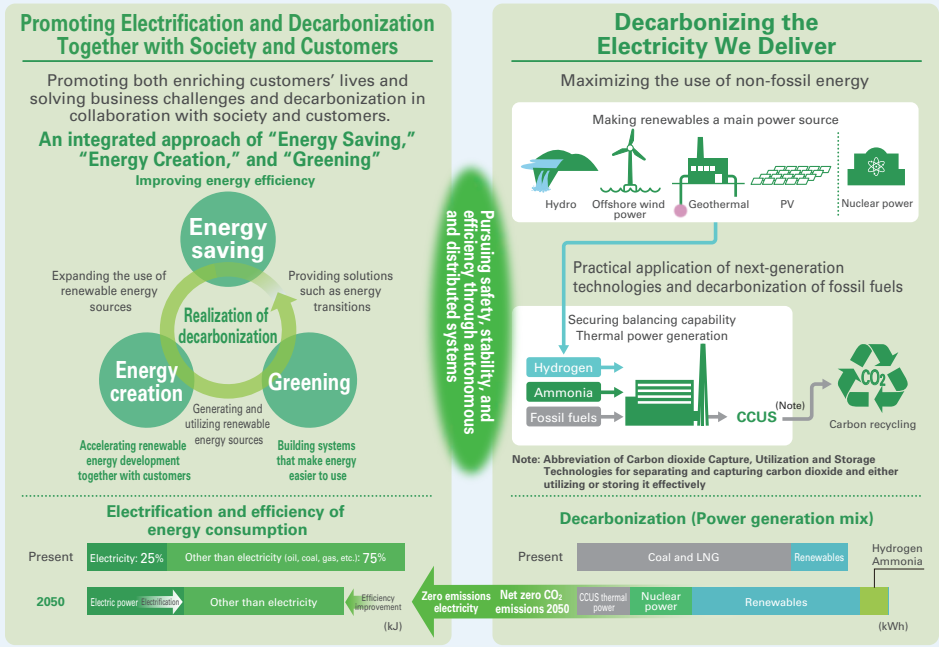
- We will enhance communication about the environment and energy with members of the community.
- We will train personnel so that they take the initiative to act in an environmentally-conscious manner and contribute to society.

The Chubu Electric Power Group is continuously improving its environmental initiatives and disclosing relevant information in a timely and appropriate manner. (Revised in March 2021)

Realization of a Carbon-free Society

Zero Emissions Challenge 2050 – Overall Initiatives

- While optimizing the use of non-fossil energy sources, we are working toward the practical application of hydrogen technology, carbon recycling, and other innovations to advance the decarbonization of the electricity we supply.
- We are promoting the electrification and decarbonization of energy use in close partnership with society and our customers.



Utilizing the Characteristics and Strengths of the Chubu Region

Promotion of Industry–Government–Academia Collaboration in Technology Development

Leveraging the robust supply chains that include parts manufacturers and promoting collaboration between universities

Development of Resource Recycling Businesses

Contributing to the formation of a recycling-oriented society through waste utilization, recycling, and reduction

Striving to Balance the Global Environment and Business

Zero Emissions Challenge 2050 – Numerical Targets

2025*1

- Domestic direct emissions: 50 thousand t-CO_2
- Domestic indirect emissions: 130 thousand t-CO_2
- CO_2 emissions from electricity sold to customers: 39.8 million t-CO_2

2030

- We will reduce **CO_2 emissions from electricity sold to customers by 50% or more compared with FY2013**.
- We aim for 100% electrification*3*4 of company*2-owned and operated vehicles.

2050

- We will take on the challenge of attaining net zero **CO_2 emissions for our entire** business to contribute **to the realization of a** carbon-free society.

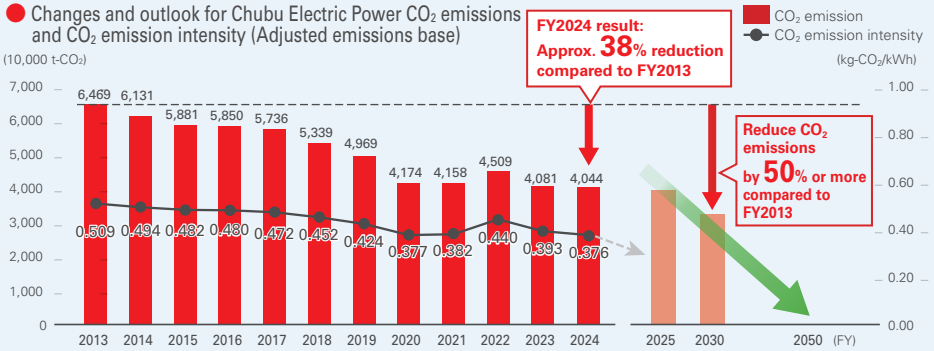
GX League

Chubu Electric Power is participating in the "GX League," an initiative established in accordance with the "GX League Basic Concept" published by the Ministry of Economy, Trade and Industry.

*1 FY2025 target values of Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz registered in the GX League
*2 Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz
*3 Electric vehicles (EV), plug-in hybrid vehicles (PHV), fuel cell vehicles (FCV), etc.
*4 Excludes special vehicles such as emergency and construction-use vehicles not suitable for electrification
Note 1: Target values may be adjusted in case of changes in system design or other factors.

Zero Emissions Challenge 2050 – CO_2 Emissions from Electricity Sold to Customers

CO_2 emissions and emission intensity pertaining to electrical energy sold by the Company

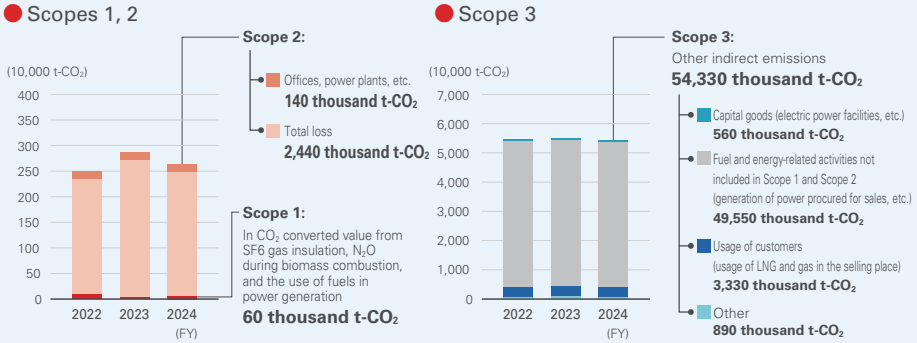


Note 2: The CO_2 emission factor for FY2024, excluding CO_2-free menu options defined under the Act on Promotion of Global Warming Countermeasures, is 0.411 kg-CO_2/kWh.

① While ensuring stable power supply without discrimination between domestic and overseas markets, we are promoting decarbonization in both power generation and retail.
② On the generation side, we are developing renewables and operating high-efficiency thermal power plants. On the retail side, we are promoting energy-saving initiatives. In addition, we utilize non-fossil certificates and other instruments. In FY2024, CO_2 emissions decreased compared to the previous fiscal year due to a decrease in emissions from electricity procurement and an increase in procurement of non-fossil certificates.
③ Compared to FY2013, emissions in FY2024 were reduced by approximately 38%, showing steady progress toward the FY2030 target. Although uncertainties such as increased electricity demand remain for FY2030, we will continue to steadily promote decarbonization and aim to reduce CO_2 emissions.

Scopes 1, 2, 3

Total greenhouse gas (GHG) emissions from the entire supply chain



Note 3: Based on the GHG Protocol, the emission factor used for electricity sold is the unadjusted emission factor at the time of generation.
Note 4: GHG emissions represent CO_2 converted total value of CO_2, CH_4, N_2O, HFC and SF_6.
Note 5: Represents a total of the three companies of Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz.

	Definitions of GHG Emission Categories	Factors Contributing to Year-on-year Change in FY2024 (vs FY2023)
Scope 1	Direct emissions from business operators themselves	Temporary increase in leakage due to equipment failure, etc. (HFC, SF_6)
Scope 2	Indirect emissions from use of electricity and other energy supplied by third parties	Decrease due to improvements in transmission and distribution loss rate
Scope 3	Other indirect emissions not included in Scope 1 or 2 (Emissions from other companies related to the activities of the reporting business operator)	Decrease due to a decrease in LNG sales volume and improvement of emission factors in power procurement

Amount of emissions reduction contribution (decarbonization together with customers and society)

GX League Dashboard

FY2023:
Approx. 3 million t-CO_2
(Domestic results of Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz)

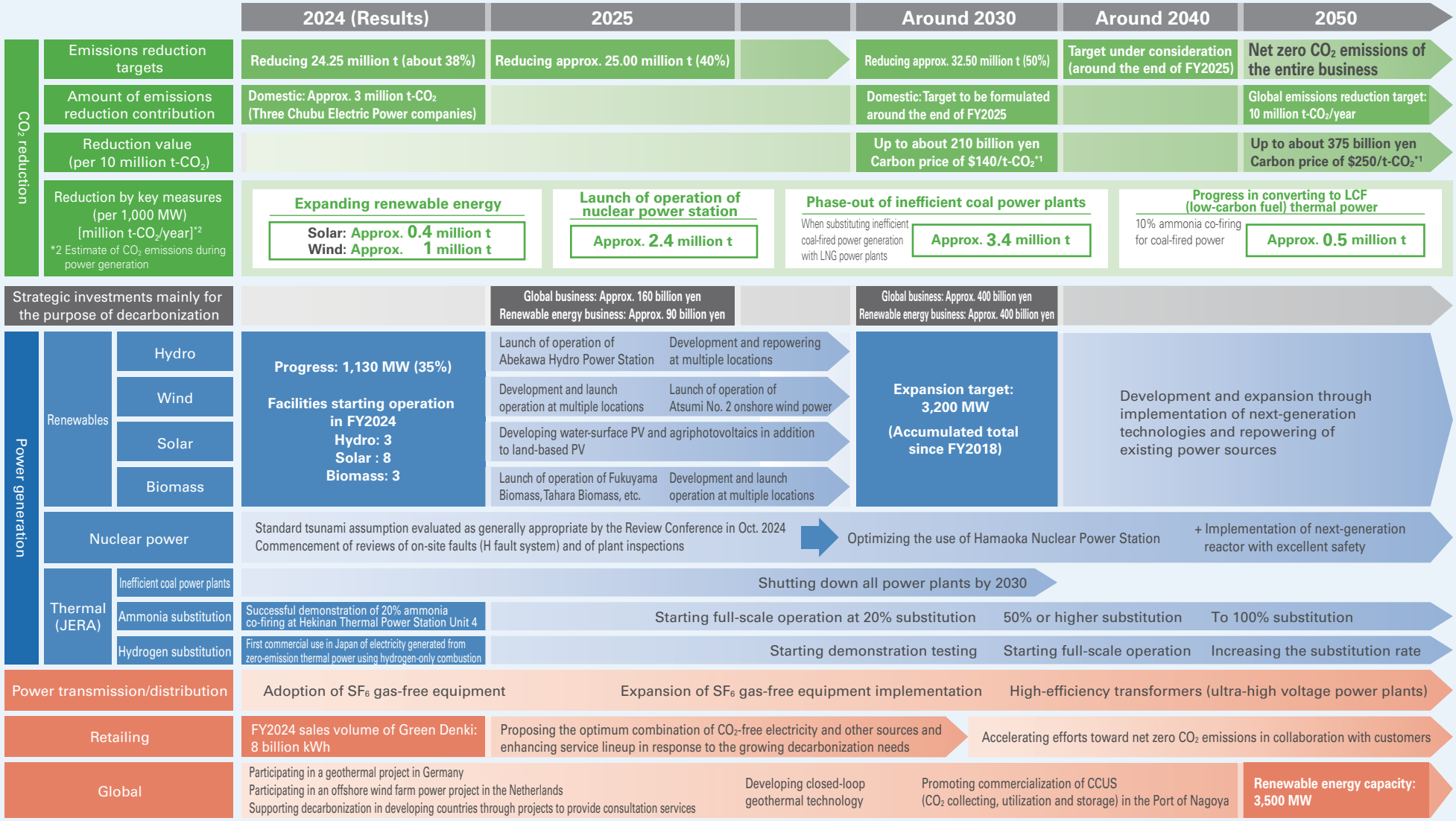
<Specific Initiatives>
- Sales of renewable energy electricity such as through solar power PPAs
- Energy-saving, CO_2-saving, and electrification solutions
- Eco Cute systems sales, etc.

[Amount of emissions reduction contribution]
An indicator that quantitatively shows how much a company has contributed to reducing greenhouse gas emissions of its customers and society as a whole through the provision of its own low- or zero-carbon products and services. As one of the indicators to measure the progress of emissions reduction promoted jointly with society and customers under the Zero Emissions Challenge 2050, calculation began last fiscal year.
[Future initiatives]
The calculation scope will be expanded to the entire Group, and a future target will be set. We will promote decarbonization including contributions to emissions reductions for our customers and society as a whole.

Striving to Balance the Global Environment and Business

Decarbonization Roadmap

We will continue to engage in our ongoing efforts toward ensuring a stable supply of electricity and achieving decarbonization. The efforts include the restart of the Hamaoka Nuclear Power Station, expanding the use of renewable energy and pursuing zero-emission power sources, such as the establishment of hydrogen and ammonia supply chains.



*1 Based on IEA's World Energy Outlook 2023, calculated at $1 = ¥150

Striving to Balance the Global Environment and Business

Initiatives Based on Zero Emissions Challenge 2050

Nuclear Power Businesses

Units 3 and 4 of the Hamaoka Nuclear Power Station are currently undergoing compatibility examinations with the new regulatory standards. We will continue to proceed steadily with the examination toward early restart.

FY2023	FY2024	From FY2025	Early restart operation
Standard Seismic Motion Evaluation: Reasonably appropriate	Standard Tsunami Evaluation: Reasonably appropriate	On-site fault examination Plant review Progress, etc.	

In the NRA review meetings, the standard seismic motion (September 2023) and standard tsunami (October 2024) were each evaluated as "reasonably appropriate." Based on this, in November 2024, President Hayashi formally requested the start of the plant review by the NRA, which began in December 2024.

Estimated annual CO_2 reduction effect*1
Approx. 8-9 million t-CO_2

Effect of annual power procurement cost reductions*1*2
Approx. ¥260 billion

*1 When restarting Hamaoka Nuclear Power Station's Units 3, 4 and 5
*2 Based on the fuel prices and exchange rates in FY2023

Global Business

We plan to invest approximately 400 billion yen in decarbonization businesses from FY2021 to FY2030.
We aim to expand our business domains while contributing to global decarbonization.

Until FY2023	FY2024	FY2025	2050
• Investment in Eneco (Netherlands) • Investment in Bitexco Power (Vietnam)	• Participation in offshore wind power in the Netherlands • Investment in SMR projects in the U.S., etc.	• Development of geothermal power business in Geretsried, Germany • CCUS promotion	We are promoting decarbonization initiatives with the aim of reducing CO_2 emissions by 10 million tons annually.

In addition to expanding renewable energy development—such as by participating in offshore wind power projects in the Netherlands—we have completed our investment in NuScale Power, a company developing SMRs in the U.S., making steady progress toward our 2050 target.

2030:
Aim to achieve approx. 20 billion yen in annual profit contribution
(ROA: upper 3% range)

Renewable Energy Business

On the premise of ensuring economic viability, we are working to develop power sources with high potential, focusing on offshore wind power, and including onshore wind, solar, geothermal, biomass, and hydroelectric power.

FY2023	FY2024	Around 2030
Development of 920 MW Progress rate: 29%	Development of 1,130 MW (As of March 31, 2025) Progress rate: 35%	Development of 3,200 MW 8.0 TWh

In FY2024, we made decisions to develop facilities such as the Atsumi No. 2 Wind Power Station and the Nishimura Hydroelectric Power Station, making steady progress. Going forward, we will continue to promote new development through the introduction of next-generation technologies such as floating offshore wind power, as well as increase output at existing power plants.

Estimated annual CO_2 reduction effect
Approx.
2 million t-CO_2*3

*3 Calculated using a national emission factor of 0.25 kg-CO_2/kWh and 8 billion kWh

Transmission and Distribution Business (Chubu Electric Power Grid)

To simultaneously ensure stable electricity supply into the future and advance decarbonization, we are working on next-generation power grid development while also reducing CO_2 emissions from our business operations.

Until FY2023	FY2024	FY2025	Around FY2030
• Demonstration of grid control using storage batteries • Adoption of SF_6 gas-free equipment for 77 kV standalone circuit breakers	• Land leasing for grid-scale battery installations • Expansion of SF_6 gas-free equipment implementation	• Establishment of battery utilization schemes • Commencement of Central Regional AC loop operation	• Utilization of distributed energy resources • Introduction of SF_6 gas-free equipment (100% upon renewal) • Reinforcement of interconnection between Tokyo and Chubu regions (FC) • Reinforcement of interconnection between Chubu and Kansai regions

We have launched a service that leases company-owned land for grid-scale battery storage. In addition, we have decided to adopt SF_6 gas-free equipment for gas-insulated switchgear at 77 kV and for standalone circuit breakers at 275 kV and above. The adoption of SF_6 gas-free equipment for standalone circuit breakers at 275 kV and above is the first of its kind in Japan.

Scopes 1, 2
GHG Reduction:
Over 2%
(compared to FY2020)

Striving to Balance the Global Environment and Business

Initiatives Based on Zero Emissions Challenge 2050

Sales Division (Chubu Electric Power Miraiz)

Together with our customers and society, we are promoting electrification and decarbonization, aiming to reduce CO_2 emissions from electricity sold to customers by 50% or more compared to FY2013 by FY2030.

While advancing the decarbonization of the electricity we supply, we also work with our customers to promote initiatives such as energy saving, energy creation, and greening, and provide services including CO_2 visualization and support for environmental reporting disclosure.

Additionally, as a customer-participation initiative, we are promoting the Community Decarbonization Project, which aims to expand and effectively utilize renewable energy.

脱炭素 みんなで PROJECT

CO_2 Reduction Amount and Key Initiatives Toward Reduction

FY	2023 (Results)	2024 (Results)	2025	2030
Customer electricity sales CO_2 reduction target: Compared to FY2013 (10,000 t-CO_2)	-2,388	-2,425	-2,489	Around -3,250 Reduced by 50% or more compared to FY2013

Energy saving

We promote efficient energy use for our customers through integrated development-type solutions that address issues unsolvable with existing technologies by jointly developing equipment and production lines, and by shifting to electrification and other alternative energy sources.

Energy creation

We help customers decarbonize and contribute to the additionality of renewable energy by supplying renewables from customer-dedicated power plants, including rooftop installations and underutilized land located off-site.

Greening

We deliver electricity derived from renewable energy procured by Chubu Electric Power Miraiz as "Miraiz Green Denki,"* which is CO_2-free. In addition to customer decarbonization, a portion of the electricity charges is used to fund renewable energy source development and other initiatives.

*Environmental value is added through the use of non-fossil certificates, enabling us to provide electricity that is effectively 100% renewable and CO_2 emissions-free. We also provide CO_2-free electricity sourced from hydropower plants in each prefecture of the Chubu region by utilizing non-fossil certificates.

Promoting Green/Transition Financing

As an effort to support the realization of a decarbonized society, we have established the Chubu Electric Power Green/Transition Finance Framework and has been promoting fund procurement through continuous green/transition financing under the Zero Emissions Challenge 2050 initiative.

To date, we have procured funds through the issuance of green bonds, in which funds will be invested in renewable energy development and other similar projects, and transition loans, funds of which will be used for investment mainly in power distribution advancements for further renewable energy introduction. For FY2024, we issued a new 10 billion yen "3rd Chubu Electric Power Green Bond."

In executing green/transition financing, we have received an evaluation of our eligibility for various green/transition finance-related standards by DNV BUSINESS ASSURANCE JAPAN K.K., a third-party evaluation firm.

Green/transition financing

Green Bonds

Name	Date of publication	Publication amount	Fund usage
First Green Bonds	2021.7.15	¥10.0 billion	Development, construction, operation, and renovation of renewable energy
Second Green Bonds	2022.5.26	¥20.0 billion	
Third Green Bonds	2024.5.22	¥10.0 billion	

Transition Loan

Procurement date	Fund usage	Project outline
2023.11.30	Investment in power distribution advancements	Introducing and utilizing next-generation equipment to conduct the detailed monitoring of power flow, which is becoming increasingly complex due to large-scale interconnection of distributed energy resources (DER), and to enable remote and timely voltage regulation in order to respond to large-scale interconnection of renewable energy sources

Striving to Balance the Global Environment and Business

Coexistence with Nature

The electric power business is an industry that relies on and may have a major impact on natural capital such as land and water. To reduce our impact on nature, we appropriately manage this impact by complying with relevant laws and regulations, environmental assessments, and our own independent standards. We will also continue to promote initiatives aimed at realizing nature positivity.

Avoidance and mitigation of impacts on nature

Goal: Ensure ongoing efforts to conserve ecosystems

Environmental assessment

When executing a project, we investigate, estimate and assess its impact on the environment in accordance with relevant laws and regulations and implement appropriate ecosystem-related environmental conservation measures while listening to the opinions of local community members.

During construction of transmission lines and substations, we transplant plants or reduce the construction area to avoid the loss of rare plant species. To protect birds of prey, we alter helicopter flight paths used for construction and transport of materials. After construction is complete, we make efforts to restore the surrounding natural environment, minimizing ecological impact.

Sustainable management of company-owned forests—Uchigatani Forest (Gujo City, Gifu Prefecture)

To ensure the diverse functions of forests through efficient forest operations and appropriate forest protection, we carry out forest management centered on thinning.

Even unused thinned timber that cannot be processed into lumber is utilized in a cascading manner, allowing for sustainable business operations.

Uchigatani Forest
(Gujo City, Gifu Prefecture)

Eco-friendly measures at dams

Many dams do not merely store water for power generation; they also release water to serve purposes such as protecting aquatic plants and animals downstream, supporting fisheries, preserving landscapes, and maintaining river flow.

Fishways of appropriate size and structure are installed to accommodate the target species and ensure that migratory fish can travel upstream and downstream. Driftwood and household waste that accumulate in the dam are collected, sorted, and disposed of as waste. Some usable driftwood is repurposed into wood products or mulching material for agricultural use.

Fishway installed in a dam

Restoration and regeneration of nature

Goal: Promote ecosystem recovery and regeneration initiatives

Development of human resources capable of engaging in forest conservation activities

Since the electric power business relies on natural capital such as water, we contribute to forest regeneration—especially in forests with water source recharge functions—by developing Chuden Foresters who acquire thinning techniques for deteriorating artificial forests. Since FY2005, a total of 320 individuals have been trained, and graduates are involved in forest conservation activities in various regions

Development of Chuden Foresters

Marine environmental surveys and conservation/restoration activities

To preserve the marine environment around the Hamaoka Nuclear Power Station, we have been conducting periodic surveys and long-term conservation and restoration activities, working together with local communities to protect rich marine ecosystems.

[Environmental survey]
The Hamaoka Nuclear Power Station Coastal Area Survey Committee, composed of local fishery cooperatives and our Company, conducts quarterly surveys and reports the findings. These surveys confirm that the intake and discharge of seawater used for cooling do not have adverse marine impacts.

Ecklonia cava, for which we are creating beds

[Environmental conservation and restoration activities]
Under this committee, the Task Force for Measures Against Sea Desertification works on restoring seaweed beds and recovering marine resources. By reducing grazing damage on seaweeds and regenerating seaweed beds, we aim to restore biodiversity in the marine area and to recover previously abundant marine resources, such as abalone, in these regenerated habitats. We are also advancing research to make these efforts possible.

Removal of invasive alien species

We are studying methods to eliminate only target invasive alien plants such as burr cucumber and cutleaf coneflower, which proliferate around dam lakes and rivers, to contribute to ecosystem conservation.

This study led to the establishment of a chemical spraying program that gradually weakens only the burr cucumber, allowing surrounding vegetation to remain intact.

Before testing (2024):
Vines of burr cucumber covering the grassland

Five years after testing (2022):
No regeneration of burr cucumber observed

Disclosure based on the TCFD and TNFD recommendations

Chubu Electric Power endorsed the recommendations in the final report of the TCFD in May 2019.

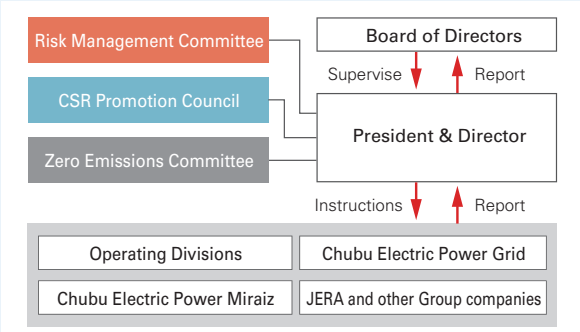
Chubu Electric Power endorsed the philosophy of the TNFD and joined the TNFD forum in June 2024.

TCFD TNFD Governance

- Our Group considers the promotion of sustainability—including climate change and biodiversity—as a critical issue. To strengthen corporate governance regarding sustainability matters, we have established the CSR Promotion Council, chaired by the President & Director (CEO) of Chubu Electric Power.
- Given the nature of our business, climate change is considered especially important. Accordingly, we have established the Zero Emissions Committee, also chaired by the President & Director (CEO) of Chubu Electric Power. This Committee is a body placed under the direct control of the President & Director. It defines super long-term as well as medium- to long-term climate change-related goals of Chubu Electric Power and Group companies, including JERA, and formulates and evaluates action plans for achieving these goals.
- Sustainability issues, including climate change, are discussed in both the CSR Promotion Council and the Zero Emissions Committee. Their discussions are reported to the Board of Directors, enabling strategic planning, target setting, and implementation under the proper supervision of senior management.
- To ensure effective oversight and execution of sustainability promotion, CO_2 emissions have been adopted as one of the performance-linked remuneration indicators for directors. In FY2024, evaluation of initiatives related to ESG (Materiality) was newly added as one of the evaluation elements for performance-based bonuses. ▶P87

● Major topics and the number of climate change-related discussions held by the Board of Directors and Zero Emissions Committee (May 2024 to June 2025)

	Major topics
Board of Directors: 7 times ▶P86 (including the Board of Directors' opinion exchange meetings) Note: Meetings for exchange of opinions are held on a regular basis among all directors and all Audit and Supervisory Committee Members	● Desirable business portfolio toward decarbonization ● Disclosure strategies related to decarbonization ● Strategic responses to decarbonization for 2050
Zero Emissions Committee: 2 times	● Emissions Trading Scheme (GX-ETS) ● Trends in the development and expansion of renewable energy ● Group-wide medium- to long-term target setting ● Amount of CO_2 emissions reduction contribution



TCFD TNFD Risk Management

- As a company-wide risk response, at Chubu Electric Power, the president of each company and the general manager of each department in the headquarters are responsible (risk owners) for the management of business execution risks. Among such risks, risks with a significant impact on management are regularly reported to the Risk Management Department. The Risk Management Department reports to the Risk Management Committee chaired by the President on risks that are managed in an integrated manner from the perspective of the entire company based on the reports from the risk owners. The risk response policy is deliberated and decided by the President at the Risk Management Committee and the risk owners reflect the response policy in their annual management plans and risk countermeasures.
- Climate change risk is positioned as one of the major risks, and countermeasures are discussed in the specialized Zero Emissions Committee. ▶P81

TCFD Metrics and Targets

- Under the Zero Emissions Challenge 2050, the following targets for 2030 have been set: "We will reduce CO_2 emissions from electricity sold to customers by 50% or more compared with FY2013" and "We will achieve 100% electrification of all company-owned vehicles." ▶P39

Disclosure based on the TCFD and TNFD recommendations

TCFD Strategy Scenario selection/Business impact assessment

● By referring to published data including the International Energy Agency (IEA), we have selected: a **1.5˚C scenario** and other scenarios for assessing **risks and opportunities associated with the transition to a carbon-free society**; and a **4˚C scenario** for assessing **risks associated with physical changes, such as abnormal weather**.

Scenarios selected	1.5˚C scenario	4˚C scenario
Reference	◎ IEA's **Net Zero Emissions by 2050 Scenario (NZE) and Announced Pledges Scenario (APS) for the World Energy Outlook 2022 (WEO-2022) and the Japanese government's Sixth Strategic Energy Plan,** others	◎ Sixth Assessment Report **"SSP5-8.5 Scenario"** of the Intergovernmental Panel on Climate Change (IPCC)

	Changes in the external environment	Impact on the Group	Assess-ment	Period affected*1			Financial impact (annual impact: billion yen)		Handling policies/Situation
				Short	Medium	Long	Impact*2	Lower profit / Upper profit / Investment	
Transition risk scenario Responses to risks and opportunities associated with the transition to a carbon-free society	**[Policy]** • Increase emission reduction targets • Support policies for GX investments • Review nuclear power policy • Strengthening of regulatory measures such as carbon pricing	Operational cost increases through decarbonization investments, fossil fuel levies, and emission trading systems (paid auctions), etc. Changes in value of thermal power assets	Risk → Opportunities		●	●	**Large** (2030)	◎ With the progress towards decarbonization, there is an anticipated **risk of a significant cost increase in thermal power generation** due to the gradual rise in carbon prices. We will assess the trends in carbon pricing and advance the temporal optimization of various decarbonization measures. (For **every reduction of 10 million tons of CO_2 emissions, there is an estimated reduction in impact of approximately 160 billion yen***3.)	Monitoring of the following initiatives through the Zero Emissions Committee and other bodies ● Reduce emissions through the promotion of JERA Zero CO_2 Emissions 2050 ● Promote zero-emission thermal power technology development ● Build hydrogen and ammonia supply chains
	[Technology] Advancement of decarbonization and low-carbon technologies and commercialization of innovative technologies through innovation • Renewable energy • Decarbonization of thermal power generation (e.g., hydrogen, ammonia) • Safer nuclear power generation • Energy management (e.g., storage batteries)	Effect of power procurement cost reductions due to the operation of the Hamaoka Nuclear Power Station Continued suspension of operation of nuclear power plants	Risk → Opportunities	●	●	●	**About 260** (period not determined)	◎ Commencement of operation at the Hamaoka Nuclear Power Station has not been determined, as we are undergoing a review to confirm conformance with new regulatory standards. Assuming the restart of the power station now, **it would save annual power procurement costs by about 260 billion yen***4.	● In October 2024, the standard tsunami assumption was deemed generally valid, and a decision was made to revise the tsunami protection wall design policy. In December 2024, plant inspections are scheduled to begin. ● Approximately 270 billion yen invested to date in safety improvement measures (cumulative total).
		Increase in profits resulting from investment for large-scale introduction of renewable energy	Opportunities ↗		●	●	**Small** (2030)	◎ We will invest about **400 billion yen from FY2021 to FY2030** for the development of renewable energy in Japan.	● Toward the target of 3,200 MW in renewable energy capacity around 2030, approximately 1,130 MW had been achieved as of the end of FY2024 (progress rate: approx. 35%) ● Cumulative amount of strategic investments (FY2022–FY2024): approx. 290 billion yen Breakdown: approx. 90 billion yen for global businesses, approx. 70 billion yen for renewable energy, and approx. 130 billion yen for new community models, resource circulation, etc.
	[Market] Growing environmental awareness among customers and introduction of decarbonization technologies	Rising needs for the use of carbon-free energy and expanding demand for electrification	Opportunities ↗		●	●	**About 20** (2030)	◎ We will invest about **400 billion yen from FY2021 to FY2030** in the global business (including renewable energy) and anticipate a profit contribution of about **20 billion yen in FY2030 from the investment**.	
							Medium (2030)	◎ Utilizing subsidies from GX transition bonds, efforts will be made to contribute to profits through resource recycling businesses and new growth areas such as Chubu Electric Power Miraiz's value-added services (energy-saving, etc.).	● Promotion of the Community Decarbonization Project ● Implementation of strategic investments (as above)
Physical risk scenario	**[Storm]** Increased frequency of extreme typhoons and similar disasters Intensifying flood and landslide disasters	Increase in costs for facility upgrades Increase in recovery costs	Risk ↘	●	●	●	**About 5-Medium** (short to long term)	◎ We provide as a reference the actual damage caused by large typhoons (No. 21 and No. 24) in FY2018 (the largest damage incurred in the past five years).	● Scheduled inspections and repair work ● Conduct of drills for early recovery ● Facility countermeasures (e.g., elevating equipment, installing flood protection walls)

*1 Short-term (1 year), Medium-term (5 years), Long-term (6+ years) *2 "Large" = 50 billion yen or more per year, "Medium" = 10–50 billion yen per year, "Small" = Less than 10 billion yen per year

*3 Assuming multiple carbon price scenarios, the impact on income and expenditure from 10 million tons of CO_2 is estimated at approximately 160 billion yen, based on short- to mid-term estimates using the upper price limit of non-FIT non-fossil certificates (¥1.3/kWh), and mid- to long-term estimates referencing IEA WEO scenarios (APS, NZE scenarios: $135–140/t-$CO_2$ in 2030).

*4 For more details on scenario analysis of thermal power generation assets, please refer to JERA's Integrated Report.

Disclosure based on the TCFD and TNFD recommendations

TNFD Strategy

We conducted evaluations of nature-related dependencies, impacts, risks, and opportunities in our own businesses. Evaluation work was conducted in accordance with the LEAP approach recommended by TNFD. First, in the Scope (selection of evaluation targets) phase, we selected the scope of evaluation, then conducted Locate (identification of interface with nature), Evaluate (evaluation of dependencies and impacts), Assess (assessment of risks and opportunities), and Prepare (setting and disclosure of metrics, etc.). For details of the assessment, please refer to the "Chubu Electric Power Group TNFD Report."

Scope	Locate	Evaluate	Assess	Prepare
■ The evaluation targets were selected based on the following elements: • The magnitude of potential dependencies and impacts of our business on natural capital, using tools such as ENCORE*1 • Business scale (sales), etc.	■ For the selected businesses, we assessed the state of nature using IBAT.*2	■ For our own businesses, we evaluated the degree of dependency and impact on natural capital based on the ENCORE*1 evaluation.	■ For our own businesses, we identified nature capital-related risks and opportunities (analysis under multiple scenarios has not been conducted).	■ We organized and prepared information disclosure on initiatives corresponding to the identified risks and opportunities.

*1 An analysis tool jointly developed by the United Nations Environment Programme, the Natural Capital Finance Alliance (UNEP-NCFA), and other organizations to help private companies understand the scale of their nature-related dependencies and impacts.
*2 Integrated Biodiversity Assessment Tool (IBAT): A tool that provides geospatial data with access to databases such as the IUCN Red List, protected areas, and Key Biodiversity Areas (KBA).

TNFD Report

TNFD Strategy Locate - Identification of interface with nature

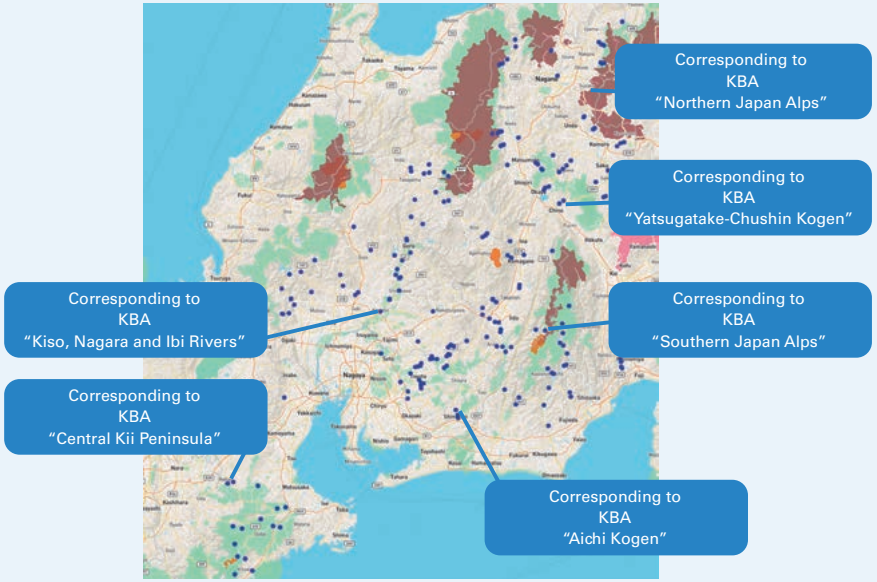
We conducted a study using IBAT*2 on the facilities of the business activities subject to investigation (nuclear power plants, hydroelectric power plants, solar power plants, wind power plants, biomass power plants, and 500 kV substations) to determine whether they fall within KBA*3 and IUCN (International Union for Conservation of Nature) management categories, and if applicable, to identify the relevant species involved.

As a result, we recognized that some hydroelectric power plants are located in areas that correspond to KBAs due to their proximity to certain species (fish), and that care must be taken in conducting activities in these areas.

*3 Abbreviation of Key Biodiversity Area.

Facility category	No. surveyed	KBA*3 – Alliance for Zero Extinction Sites	KBA*3 – Other	IUCN Ia - Strict nature reserve	IUCN Ib - Wilderness area	IUCN II - National park
Nuclear	1		1			
Hydro	200		45			7
Solar	9					
Wind	2		1			
Biomass	1					
500 kV substation	10		1			
Total	223		48			7

● Survey of our hydroelectric power plant locations using IBAT*2



Disclosure Based on the TCFD and TNFD Recommendations

TNFD Strategy Evaluate - Evaluation of dependencies and impacts

For our business activities subject to analysis (direct operations) and fuel/material procurement (biomass production, mining, etc.), we used ENCORE to understand the dependencies and impacts on nature. For our direct operations, we conducted our own evaluation with reference to ENCORE descriptions.

Note: We referred to the updated 2024 version of ENCORE in this assessment, making some changes from the previous fiscal year's evaluation.

		Impacts*1								
Direct operations business segment	Process	Land use change			Direct extraction	Climate change	Pollution			Contamination
		Land	Freshwater	Seafloor	Water usage	GHGs	Air (non-GHG pollutants)	Waters and soil	Solid waste generation and release	Noise/light pollution
Nuclear	Power generation	Medium	Low	Low	Low	Very Low	Low	Low	Low	Very Low
Hydro (general)	Power generation	Low	Low	—	Low	Very Low	—	—	Low	Low
Hydro (pumped storage)	Power generation	Low	Low	—	Very Low	Very Low	—	—	Low	Low
Solar	Power generation	Low	—	—	—	—	—	Low	Very Low	Low
Wind	Power generation	Low	—	—	—	—	—	—	Very Low	Low
Biomass	Power generation	Low	—	—	Very Low	Very Low	Low	Low	Low	Low
Power transmission and transformation		Low	Low	Very Low	Very Low	Very Low	Very Low	Low	Low	Low

		Dependencies*2												
Direct operations business segment	Process	Provisioning services		Regulating services										
		Water supply	Biomass supply	Climate regulation (Global)	Climate regulation (Local)	Filtration	Waste cleaning	Flood mitigation	Storm mitigation	Soil sediment retention	Water flow regulation	Water purification	Noise reduction	Others (e.g., air and ecosystem purification)
Nuclear	Power generation	Low	—	Very Low	Very Low	Very Low	Very Low	Low	Low	Low	Low	Low	Very Low	Very Low
Hydro (general)	Power generation	Very High	—	Very High	Very Low	—	Very Low	Very High	Medium	Very High	Very High	Low	—	—
Hydro (pumped storage)	Power generation	Very Low	—	Medium	Very Low	—	Very Low	Very High	Medium	Very High	Very Low	Low	—	—
Solar	Power generation	—	—	Very High	Very Low	—	—	Medium	Medium	Medium	Very Low	—	Very Low	—
Wind	Power generation	—	—	Very High	Very Low	—	—	Medium	Medium	Medium	—	—	Medium	—
Biomass	Power generation	Low	High	Very Low	Very Low	Very Low	Very Low	Very Low	Very Low	Low	Low	Low	—	—
Power transmission and transformation		Very Low	—	Medium	Very Low	—	Very Low	Medium	Medium	Medium	Very Low	—	Very Low	—

*1 Impact assessment: This assessment is performed by comprehensively considering whether or not the business area is a protected area or a Key Biodiversity Area (KBA) and the impact of the business on ecosystems as well as mitigation measures.
*2 Dependency assessment: The assessment is performed by comprehensively considering whether or not business continuity is possible if each ecosystem service deteriorates (decreases) as well as the impact on income and expenditures, and other matters.

Disclosure Based on the TCFD and TNFD Recommendations

TNFD Risk and impact management — Business impact assessment (risks and opportunities)

The Chubu Electric Power Group has recognized that the following nature-related risks and opportunities have high impacts and frequencies.

● Risks (Our TNFD Reports disclose these risks along with countermeasures.)

Category	Subcategory	Business segment	Risk summary	Financial impact	Impact*	Frequency
Physical risks	Acute	Hydro	● Intensifying flood disasters causing damage, destruction or immersion of facilities (embankments, the body of a dam, dam's sluice-side console panels, power generators, power distribution boards, etc.)	● Lower operating revenues due to a decline in sales of electric power ● Incurring costs of repairs, damage compensation, etc.	Small to large	Medium to high
		Renewables (excluding hydro)	● Large-scale natural disasters causing destruction of power generation facilities (windmills, solar panels, biomass facilities, etc.)		Medium	Medium
		Power transmission and transformation	● Large-scale natural disasters causing damage, destruction or immersion of power transmission and transformation facilities (pylons, power cables, power transformation equipment, power distribution boards, etc.)		Large	Medium
		Hydro	● Restricting power generation operations when a shortage of water is expected	● Lower operating revenues due to a decline in power generation volume	Medium	Medium
	Chronic	Hydro	[Risks shown below, associated with an increase in dam sediments] ● Decline in power generation volume due to loss of water storage capability ● Power generation hindered by sedimentation in front of a water intake, etc.	● Lower operating revenues due to a decline in power generation volume ● Increase in cost of sales due to costs of countermeasures	Large	Medium
Transition risks	Reputational risks	Renewables in general	● Opposition movement against development due to associated environmental destruction and disaster occurrence	● Loss of business opportunities ● Increase in costs due to costs to restore to original condition and for disaster recovery	Medium	Medium
	Market risks	Biomass	● Tight supply of biomass fuels due to such factors as an increase in biomass power generation projects worldwide and acquisition of relevant certification becoming mandatory	● Increase in procurement costs due to a rise in market prices	Medium	Medium

* Impact criteria: Determined while taking into account the monetary impacts when the risks occur as well as impacts on nature, among other factors.

● Opportunities (Our TNFD Reports disclose these opportunities along with financial impacts.)

Category	Subcategory	Business segment	Opportunity summary
Business performance	Markets & reputational	All renewables	● Rising needs for the use of carbon-free energy and expanding demand for electrification ● Electric power needs with a focus on protecting ecosystems
		Biomass	● Growing needs for using energy from biomass power generation plants, which give consideration to materials they purchase (certified products, locally-produced biomass, etc.)
		Hydro	● User-engaging renewable energy expansion models to update the existing hydroelectric power plants
	Products and services	New businesses	[New businesses for reducing water usage in the entire society] ● Automated meter reading service for water usage via an electricity smart meter communication network; business to utilize the collected data ● Development and sales of highly efficient wastewater cleaning equipment using fine bubbles
Sustainability performance	Ecosystem protection, restoration and regeneration	Entire Group	● Business activities protecting rare plant species and raptorial birds ● Development of conservation technology for endangered species ● Development of technologies to remove invasive alien species ● Research on greenery projects that utilize native species ● Conducting activities to nurture forestry volunteers ● Conducting joint research with Nagoya University to visualize forests' watershed protection capabilities
		Hydro	● Implementing eco-friendly measures at dams
		Nuclear	● Activities to improve marine ecosystems

Respect for Human Rights

We promote initiatives for respecting human rights in accordance with the United Nations' Guiding Principles on Business and Human Rights. Having revised Chubu Electric Power Group Basic Human Rights Policy in July 2023, we have constructed a system for human rights due diligence for all stakeholders involved in business activities while making continuous improvements.

Respect of human rights, Human rights due diligence

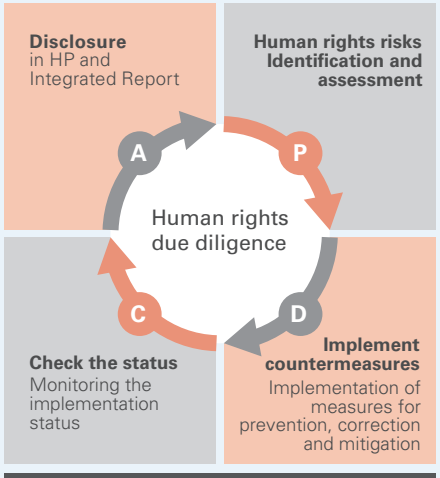
Initiatives in line with the three core principles given in the UN Guiding Principles on Business and Human Rights

Commitment

Chubu Electric Power Group Basic Human Rights Policy revised in July 2023

Commitment to Specific Human Rights Issues conforming to international rules and principles

Implementation of Human Rights Due Diligence



Stakeholder Engagement

Setting up a mechanism for handling complaints

We have set up internal and external inquiry and whistleblowing contact points to appropriately respond to issues related to human rights. Upon receiving a report of a possible human rights violation, we swiftly conduct an investigation and take measures to correct any negative impact on human rights. In FY2024, there were 196 consultations and reports made to the helpline and personnel affairs consultation service, etc.

Identification and assessment of human rights risks

To appropriately identify and respond to priority human rights risks, we conduct regular and ongoing (once annually) identification and assessment of human rights risks. We assess (and review as necessary) the severity and likelihood of each human rights risk, and identify the risks that require the highest priority response.

Top-priority human rights risks

- Forced labor
- Child labor
- Human rights issues in regions affected by conflict
- Workplace bullying
- Occupational health and safety
- Human rights issues related to the environment and climate change

Measures for prevention, correction and mitigation/ Monitoring

We have taken measures for the prevention, correction and mitigation of identified risks. The CSR Promotion Council chaired by the President has verified and deliberated on the results to facilitate initiatives in the following fiscal year.

Employees	● Initiatives such as employee questionnaire surveys, workplace discussions, and follow-ups based on the results of engagement surveys, aimed at building a workplace free from harassment.
Business partners	● We have conducted a questionnaire survey of our key business partners to learn how they implement CSR/ESG initiatives, including those related to human rights. We have taken follow-up action based on feedback and answers. [379 business partners surveyed in FY2024 (consisting of 346 material providers and 33 alliance partners)]
Community people	● We have held a briefing for residents on new development projects and other matters and also considered responses to environment-related requests.
Customer	● We have conducted a questionnaire survey of customers contracted to Chubu Electric Power Miraiz Co., Inc. on its information transmission to confirm that there were no events that might have infringed on human rights. [815 customers surveyed in FY2024]

Responses to consolidated subsidiaries

We aim to implement and establish human rights due diligence for all stakeholders of the Chubu Electric Power Group, including approximately 30 consolidated subsidiaries, by FY2030. From FY2024, we are expanding the scope of preventive, corrective, and mitigating measures for human rights risks, and are addressing them in order of priority across each company.

Planned initiatives for consolidated subsidiaries

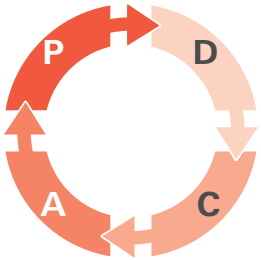
	2023	2024	Until 2030 (FY)
Identification and assessment of human rights risks		Approx. 30 subsidiaries	
Awareness building and training		Approx. 30 subsidiaries	
Implementation of measures for prevention, correction and mitigation	3 subsidiaries	Each subsidiary will begin with a risk to be handled first.	

CSR-based Procurement

The Chubu Electric Power Group promotes CSR throughout the supply chain via procurement activities by practicing the following PDCA cycle, focusing on compliance and respect for human rights.

PDCA Cycle for CSR Procurement

○ Principles formulation	• Chubu Electric Power Group Basic Procurement Policy, CSR Procurement Guidelines • Declaration of Partnership Building	P	
○ Implementation and status check	• Procurement overview briefing sessions • Educating and instilling the policy within Chubu Electric Power • Implementation of questionnaire surveys for suppliers	D	
○ Analysis and evaluation	• Analysis and evaluation of questionnaire survey results	C	
○ Support for improvement	• Feedback on questionnaire survey results • Individual support for suppliers requiring improvement	A	



Chubu Electric Power Group Basic Procurement Policy, CSR Procurement Guidelines

We have established the "Chubu Electric Power Group Basic Procurement Policy," and are committed to mutual prosperity across the supply chain and further promotion of CSR through procurement activities by focusing on fair price negotiations and pass-through, respect for human rights, and thorough risk management.

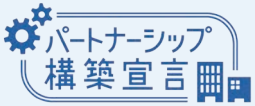
Additionally, the Group has established CSR Procurement Guidelines as behavioral standards for suppliers and requests the submission of a written agreement confirming compliance, aimed at fostering CSR practices across the entire supply chain.

Chubu Electric Power Group Basic Procurement Policy **CSR Procurement Guidelines**

Declaration of Partnership Building

In November 2020, we announced the "Declaration of Partnership Building" and have since prioritized mutual prosperity across the supply chain, new collaborations, and adherence to desirable business practices with suppliers.

We have also made revisions, as needed, to appropriate price negotiation/pass-through and payment terms, and are implementing procurement activities in line with the declaration.



Declaration of Partnership Building (Japanese version only)

Procurement overview briefing sessions

To enhance proactive information disclosure and communication with our suppliers, we hold a "Procurement Overview Briefing Session" at the start of each fiscal year, where we share information on management initiatives, CSR promotion including compliance and respect for human rights, and request cooperation, along with disclosing our procurement plans.

Educating and instilling the policy within Chubu Electric Power

Chubu Electric Power provides various types of training for employees engaging in procurement operations to thoroughly instill the Chubu Electric Group Basic Procurement Policy and ensure compliance with relevant laws and regulations as well as corporate ethics.

In FY2024, all employees underwent education to enhance understanding of appropriate price negotiations and cost allocations with business partners, aiming to promote awareness and thorough compliance.

Supplier questionnaire survey implementation and evaluation

We have been working jointly with its business partners to promote CSR-conscious procurement for the ultimate goal of establishing a sustainable supply chain. In FY2024, we conducted a questionnaire survey about 346 key business partners and confirmed that there is no significant risk in the supply chain.

Based on the questionnaire survey results, we provide individual support to suppliers identified as needing improvement.

Check items: Total of 85 items in 8 fields

- Corporate Governance
- Compliance
- Human rights and labor
- Information management
- Safety and health
- Environment and coexistence with local communities
- Quality and safety
- Risk management and supply chain

Coexistence with Local Communities

We have established the Basic Corporate Citizenship Policy of the Chubu Electric Power Group in order to contribute as the Group to the sustainable development of local communities and society, and are engaged in many different activities focusing on four fields: Ensuring safety and security in local communities; environmental preservation; education of the next generation; and cultural and sport activities. In addition, we also strive to maintain and improve relationships of trust with local communities through industry-academia collaboration.

Four focus fields

Ensuring safety and security

Mimamori pole

We provide a monitoring service by installing cameras on utility poles to watch over local areas and customer premises, including crime prevention and surveillance in public spaces, as well as monitoring of premises and buildings managed by customers. We are also exploring new services that combine monitoring pole expertise with DX technologies, such as human flow analysis.

Human flow analysis interface

Environmental preservation

Green curtains

Since 1992, we have been undertaking a campaign to distribute seeds of climbing plants to grow so-called green curtains. Through efforts to save energy and power in the summer by harnessing the power of nature, we also contribute to preventing global warming and reducing the risk of heatstroke caused by rising temperatures.

Education of the next generation

Electricity Museum

The museum is a plaza for enjoyably learning about science and electricity. It is a base for the sharing of information about electricity, energy and the environment.

Visitors in 2024:
344,574 persons

Chuden Foundation for Education

Through various initiatives such as the Recycled Craft Contest—which invites elementary school students from across Japan to submit craftworks made from scrap materials and awards outstanding entries—we support children's enriched learning experiences.

Cultural and sport activities

Club and circle activities

Each sports club in the Chubu Electric Power Group participates in local sports classes and events and interacts with local residents while conveying the appeal and fun of sports. Through these activities, we contribute to the local community and promote the development and spread of culture and sports activities.

Rowing club

Examples of activities

- Sit-ski volunteering in Takayama City **(Gifu Branch Ski Club)**
- Introductory rugby classes in Kasugai City **(Rugby club)**
- Trial session at a sports event in Mizuho Ward, Nagoya **(Rowing club)**

Industry-academia collaborations

Through industry-academia collaboration in various fields, we build and maintain relationships of trust with community members and contribute to the sustainable development of local communities.

Examples of activities

- Advising on agricultural crop cultivation and supporting sales promotion **(Meijo University)**
- Establishment of two endowed research divisions to promote research, engaging in human resources development and disseminating information to local communities **(Nagoya University)**
- Collaborative class on energy **(Aichi University of Education)**
- Guidance and development of students who will become next-generation engineers **(AICHI INSTITUTE OF TECHNOLOGY)**
- Joint research in a wide range of fields, such as early response to disasters **(Shizuoka University, University of Shizuoka, Hamamatsu University School of Medicine)**
- Promotion of tourism in the Nakao area of Okuhida Onsengo **(Gifu University)**
- Hosting an idea contest to promote tourism **(Mie University)**
- Initiatives to address issues in disaster prevention and mitigation **(Shinshu University)**
- Joint research on establishment of a system to provide a watch service for in-home patients and use various data in daily lives in medical fields **(Keio University Hospital)**

Initiatives with Meijo University

These activities include offering advice to farmers on crop cultivation, exchanging opinions, and proposing ideas that contribute to the promotion of agricultural product sales.

Meijo University students observing a sales event for a new peach variety as part of their sales promotion proposal research

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.

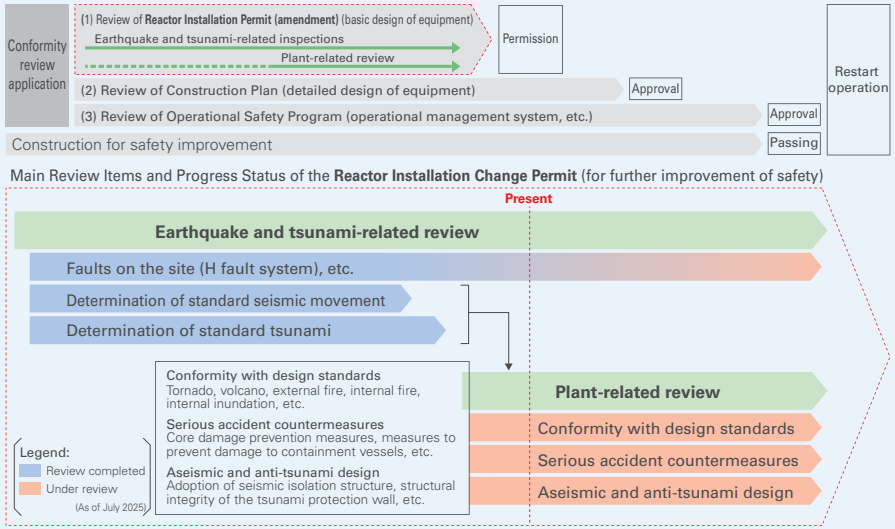
We will continuously make every effort to ensure early compliance with the new regulatory standards and work diligently to gain the understanding and trust of the local community.

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.

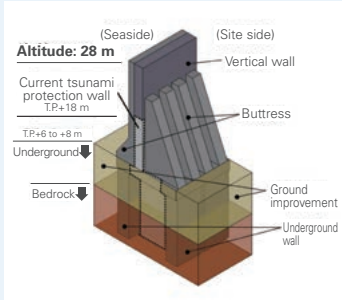
Evaluation Items	Evaluation Results
Standard Seismic Motion	1200 gal 2094 gal*1
Standard Tsunami	T.P.+25.2 m*2

*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.



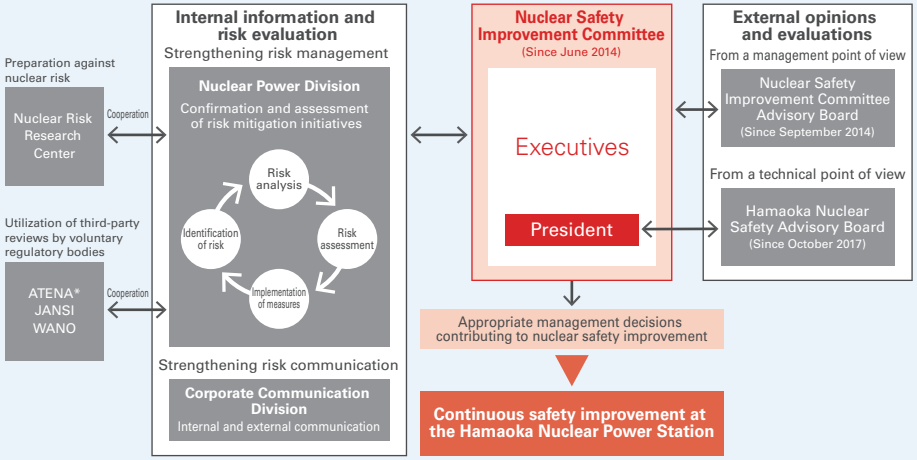
Toward Improving the Safety and Reliability of the Hamaoka Nuclear Power Station

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.

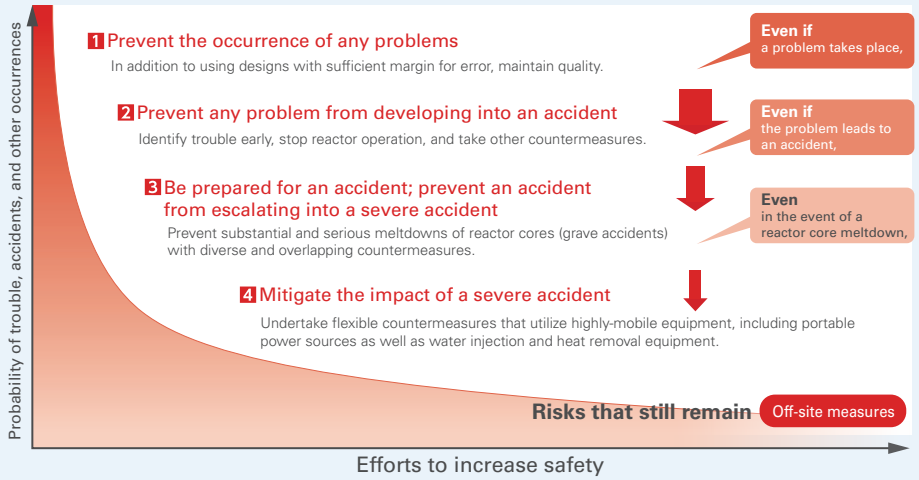
Additionally, since the accident at the Fukushima Daiichi Nuclear Power Station, we will not only ensure compliance with the new regulatory standards but also address risks such as radiation accidents and make efforts to minimize the risks, and promote voluntary and ongoing initiatives to improve safety.

● 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.

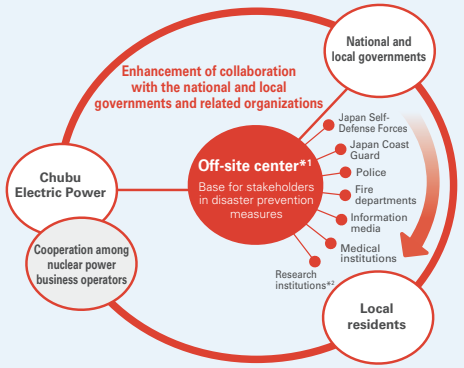
❺ Training
Training in operations involving portable equipment and heavy equipment

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.

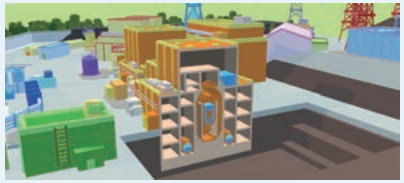
Power plant "caravans"

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.



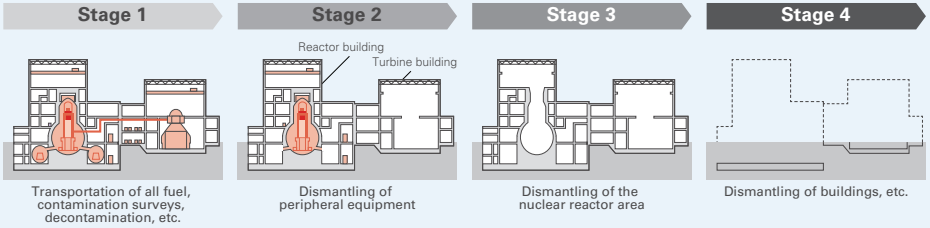
Hamaoka Nuclear Power Station Virtual Tour (Japanese version only)

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.

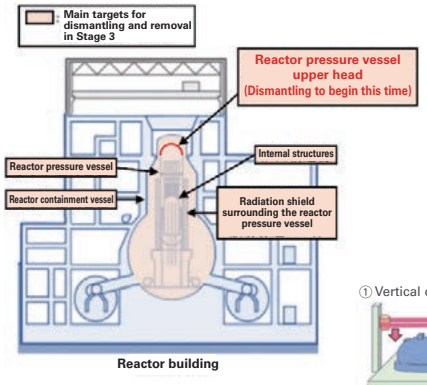
Furthermore, efforts will continue to utilize the clearance system to reduce and recycle dismantled waste materials, aiming to minimize environmental impact.

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.

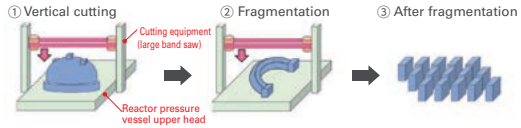


TOPICS

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

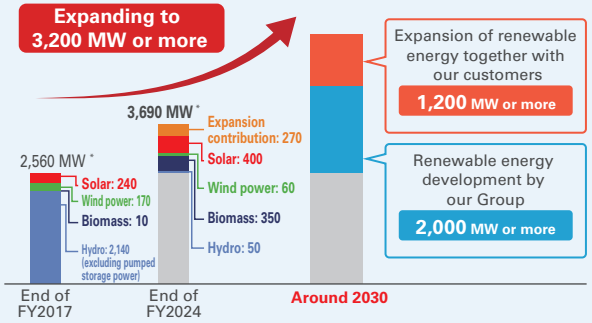
Development and popularization of renewable energy and power generation business based on renewable energy sources

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

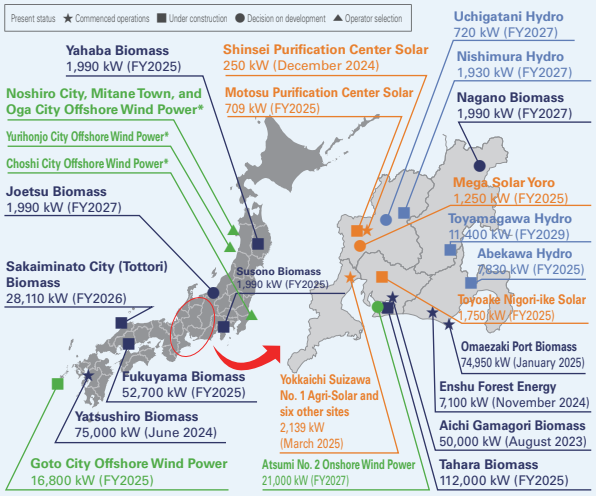
Senior Managing Executive Officer,
President Renewable Energy Company

● 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

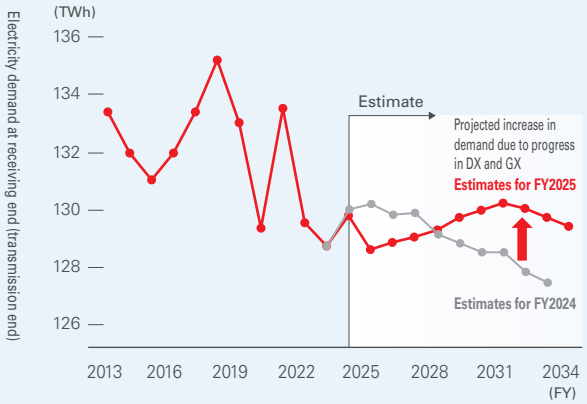
Minokamo Biomass Power Plant

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

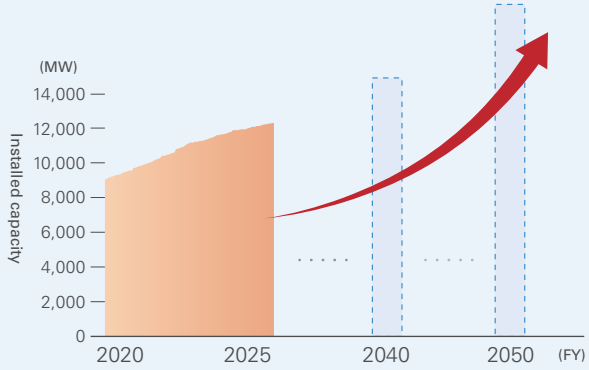
With the stable supply of electricity as our foundation, we aim to deliver safety and security to local customers while also providing a variety of values and services. In doing so, we strive to achieve sustainable growth together with our stakeholders.

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

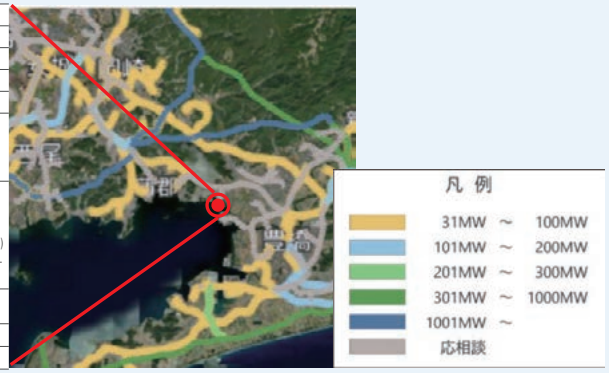
Next-generation grid development for balancing stable supply and a decarbonized society

[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
・・・	・・・



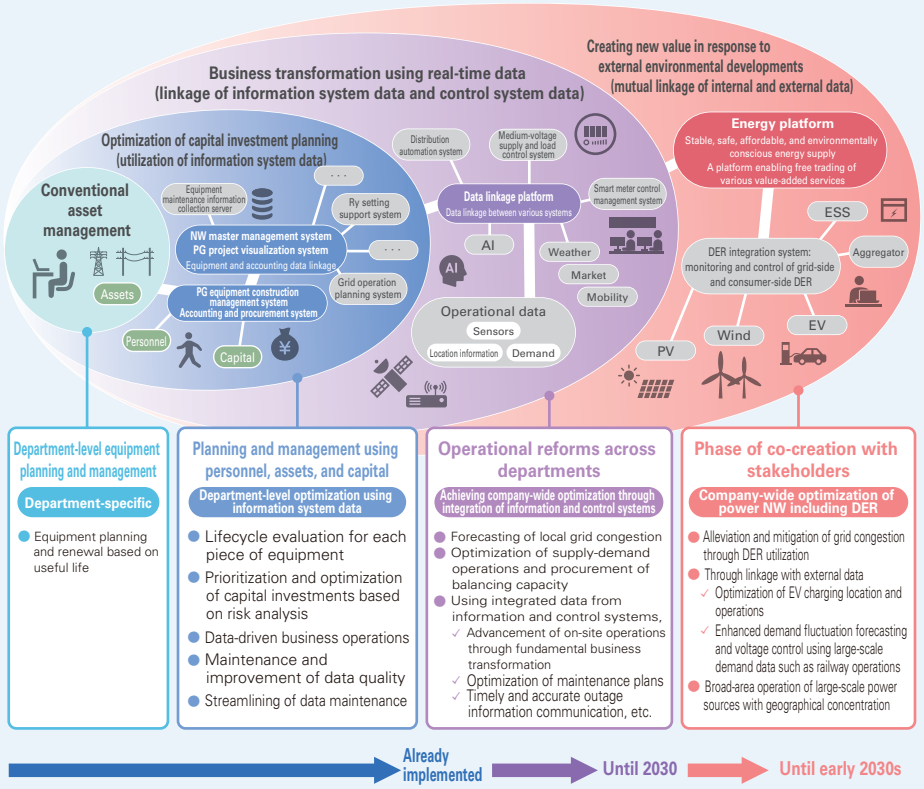
Information on the Welcome zone map in Chubu

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.

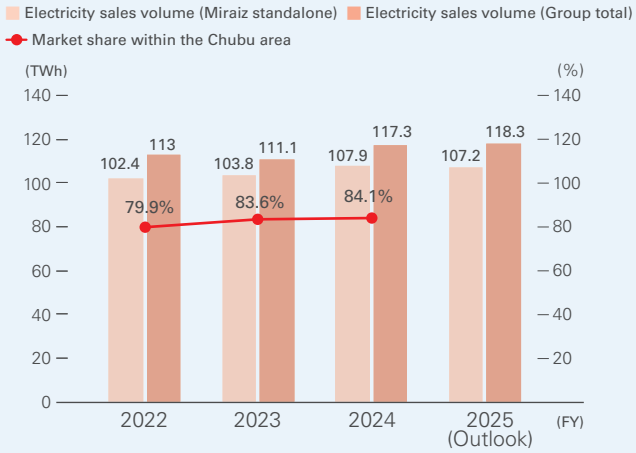


Chubu Electric Power Miraiz Co., Inc. Wholesaling of electricity/gas and providing various services

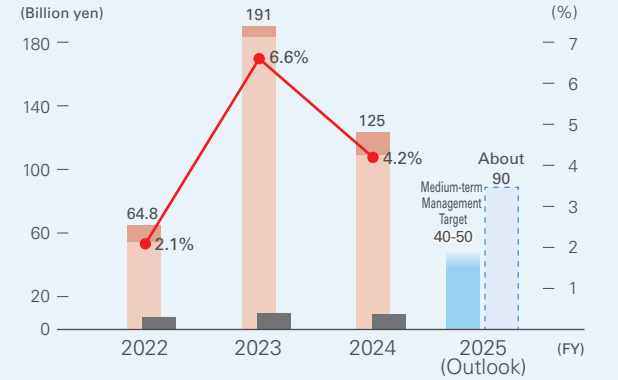
Lighting the future of local communities together with customers and creating vibrant and thriving communities

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.

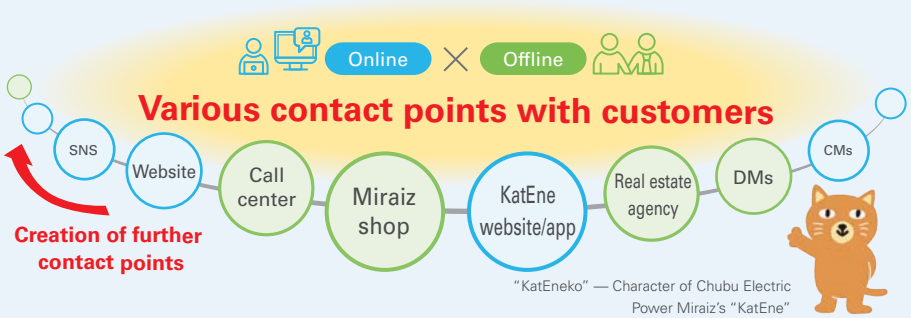
Initiatives for Growth and Future Business Development

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.



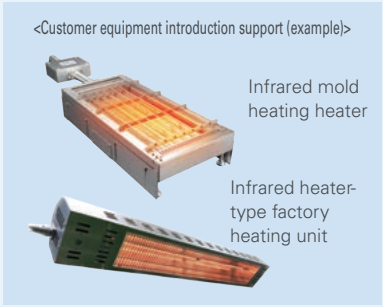
We are also advancing data-driven marketing (DDM), which involves making decisions based on objective evidence drawn from data. Furthermore, by combining these with new customer acquisition initiatives such as the bank service "KatEne BANK," we aim to provide services optimized for each individual customer.

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.

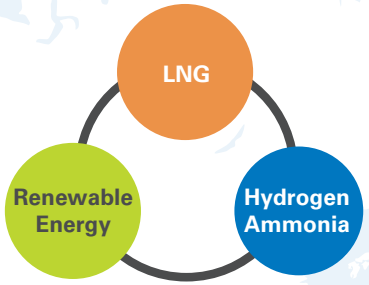
We are also working to enhance CX by strengthening customer touchpoints, leveraging the Chubu Electric Power Group's strengths in thermal supply and real estate businesses, and through the provision of regional services via public-private partnerships. Already, we are collaborating on community development 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.

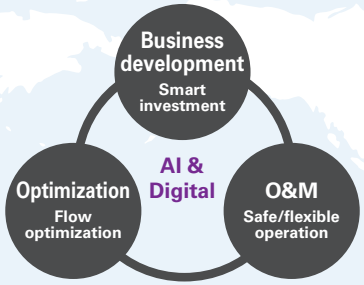
JERA Co., Inc. (Affiliate accounted for under the equity method) From upstream fuel business and procurement through power generation and wholesaling of electricity and gas

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



×



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.

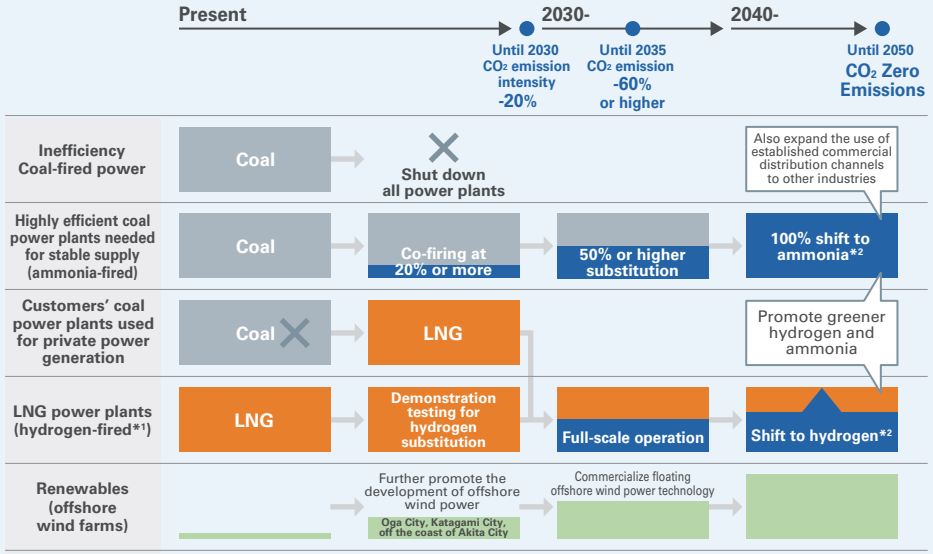
JERA Zero CO_2 Emissions 2050 –Taking on the challenge of CO_2 zero emissions both in Japan and overseas

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.

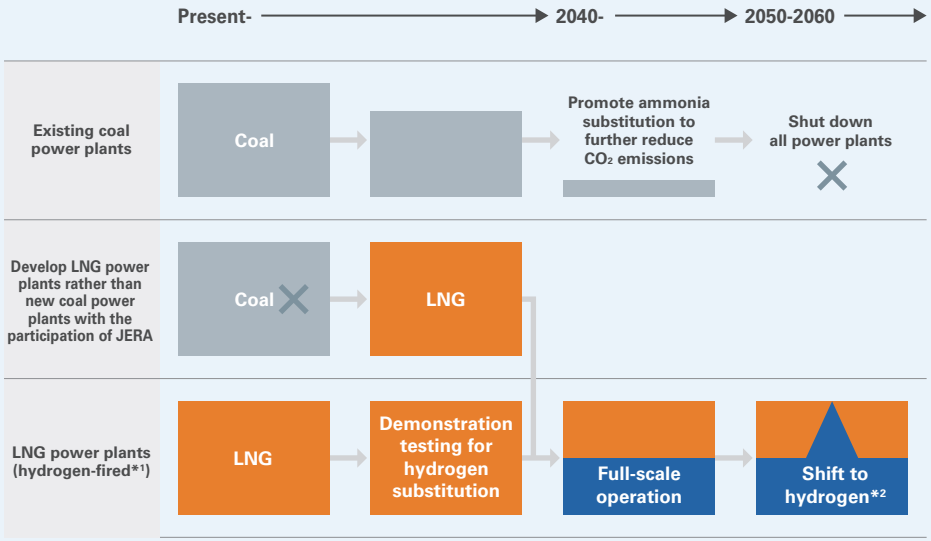
JERA Zero CO_2 Emissions 2050 Roadmap for its Business in Japan

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.

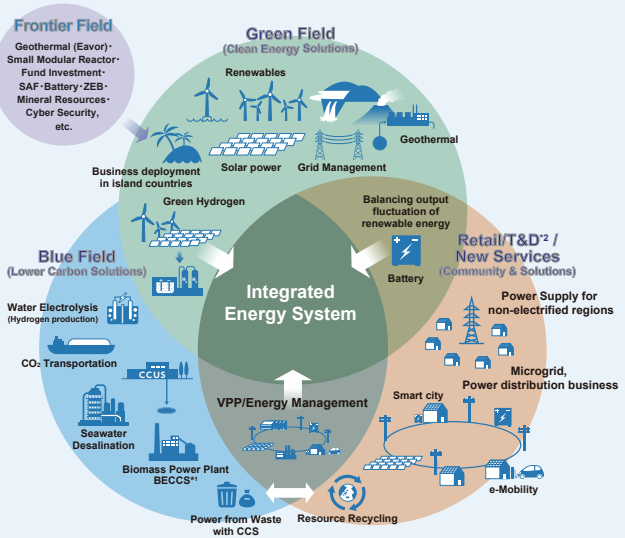
Global Business Investment, Consulting, etc.

We aim to contribute to global decarbonization as a Japanese utility by forming an optimal portfolio that integrates four segments: the Green Field, Blue Field, Retail/Transmission & Distribution (T&D)/New Services, and Frontier Field.

Sato Hiroki

Senior Managing Executive Officer,
General Manager of
Global Business Division

● Four segments



*1 BioEnergy with Carbon Capture and Storage *2 Transmission & Distribution *3 The above-mentioned projects are just examples.

Business Environment (Opportunities and Risks)

Rising global interest in renewable energy projects aimed at realizing a decarbonized society is expanding investment opportunities that contribute to decarbonization. In addition, with rising energy demand in emerging countries, particularly in Asia, we seek to develop and expand into new markets by partnering with international and local companies. In the area of overseas consulting, we provide energy solutions tailored to local needs, thereby contributing to the development of regional communities.

On the other hand, there is a risk of deteriorating profitability due to rising labor and material costs stemming from higher interest rates and inflation. We also recognize that political instability may impact energy policies and project progress, requiring us to address geopolitical risks accordingly.

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

Planning to Carry Out Strategic Investments Totaling 150 Billion Yen from FY2022 to FY2025

As of the end of FY2024, the amount of cumulative investments from FY2022 is approximately 90 billion yen. While selectively targeting investments in response to changing conditions such as interest rate hikes and inflation, we are progressing steadily toward our medium-term management target of 150 billion yen.

Aiming to Achieve a ROA in the Upper 3% Range and Around 20 Billion Yen in Profit Contribution by FY2030

Eneco, in which we invested in March 2020, is actively expanding its business with a goal of achieving net-zero greenhouse gas emissions by 2035. Its impact on our consolidated financial results in FY2024 amounted to 4.9 billion yen, and it is now becoming a steadily profitable business.

In FY2024, we also completed our investment in NuScale Power, a U.S.-based small modular reactor developer, furthering our business expansion. By the late 2020s, we aim to exceed 10 billion yen in profit contribution from our global business and reach 20 billion yen by FY2030.

To achieve our FY2030 targets, we will continue rigorous profit and loss management while executing investment and asset reallocation strategies with optimal portfolio formation in mind.

Furthermore, we will enhance our ability to select new projects, maintaining a balance between a stable earnings base and investments in new technologies and fields.

Initiatives for Growth and Future Business Development

Growth Strategies by Region

In Europe, we position Eneco, a frontrunner in renewable energy development and customer-oriented services in the Netherlands, as our platform and are expanding our renewables and retail business centered around Eneco. In FY2024, we acquired shares of an offshore wind power generation company in the Netherlands from Eneco, marking our first direct investment in an overseas offshore wind power generation project. We are also considering expansion into Eastern Europe, including the power transmission/distribution and hydropower sectors, which are outside Eneco's business scope.

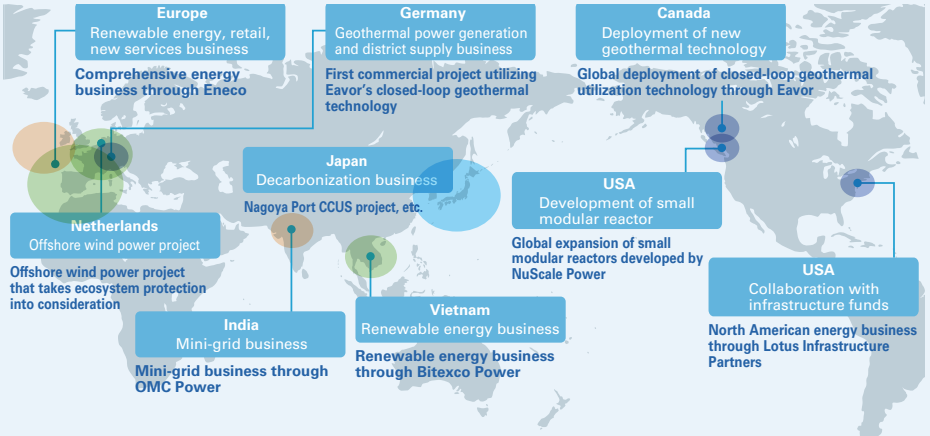
Recognizing Asia as a high-potential and growing market for renewable energy, we are promoting solution-based services to address social challenges, such as electrification of non-electrified areas through renewables and distribution business, thereby enhancing well-being.

In Vietnam, through Bitexco Power, we are focusing on hydropower and solar power, and plan to expand into offshore wind power and other renewables in response to increasing electricity demand. In India, OMC provides clean and stable solar-based electricity in regions with weak power infrastructure, using battery storage systems as well.

By leveraging knowledge gained from these investments, we aim to expand operations in Japan and other countries, strengthening and growing our earnings base.

Going forward, we will strive for sustaining and enhancing profitability and realizing climate neutrality at the same time, and continue to expand businesses that contribute to global decarbonization.

● Future portfolio image



Note: Each of the four segments is color-coded in the figure. Circle size represents the scale of future investment.

Currently, the Green Field, with a large and maturing market, plays a central role. However, considering synergies across the four segments, we will carefully select investment targets in accordance with the rules established for investment decisions and withdrawal criteria.

Integration of Overseas and Domestic Businesses

We aim to create further business opportunities by combining the development technologies, know-how, and challenges acquired from our overseas business expansion in leading sectors with our technical expertise, customer base, trust relationships, and the strengths of our extensive business operations in community support infrastructure cultivated through our domestic power business.

[Geothermal technology through Eavor]

We have invested in a commercial project in Germany led by Eavor, a Canadian startup developing closed-loop geothermal technology.

By participating in this project, we are gaining insights into geothermal power generation methods that do not require steam, which is a characteristic of conventional technologies, and plan to explore business deployment in Japan.

While Japan has the third-largest geothermal resources in the world and we recognize its high development potential, we are aware of various challenges including legal frameworks to support implementation and application of technologies and securing community understanding. We will first work to ensure the success of the German project, enhance awareness and presence of closed-loop geothermal technology in Japan, and conduct active public relations activities.

Provision by Eavor Technologies

[Nagoya Port CCUS project]

At the end of March 2024, we completed a feasibility study with bp for a CCUS project aimed at decarbonizing the Nagoya Port area. We confirmed the feasibility of a value chain using Indonesia's Tangguh field as the storage site.

We are targeting business commencement around FY2030, and have signed collaboration agreements not only with bp but also with Santos and INPEX. By combining the extensive CCS project development experience of these companies with our expertise as an energy provider in the Chubu region, we are working toward realizing CCUS at Nagoya Port. We are also conducting studies on cost optimization across the value chain and establishing technologies for liquefied CO_2 transport vessels, and plan to apply the knowledge gained to contribute to decarbonization across all of Asia.

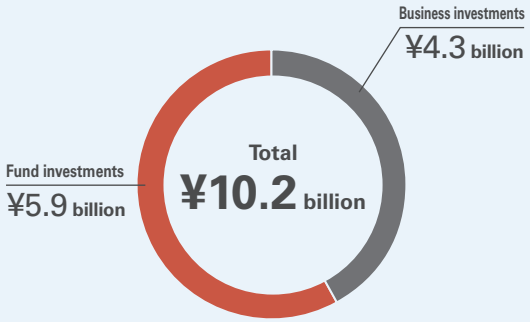
New Growth Fields

Combining our strengths with the power of DX to develop new businesses with a focus on the Healthcare, Food, Community development + Energy domains, creating new services that make local communities richer and more sustainable.

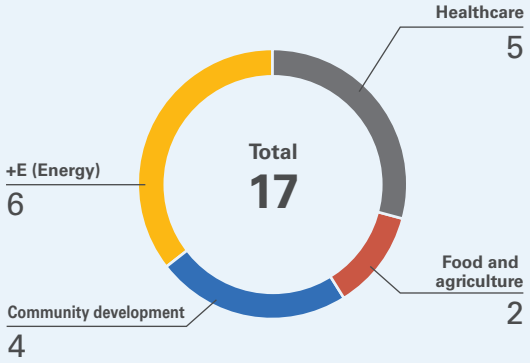
Otani Shinya

Senior Managing Executive Officer, General Manager of Business Development Division

● Cumulative amount of strategic investments by purpose (FY2022–FY2024)



● Cumulative number of business investments by domain (FY2022–FY2024)



Business Environment (Opportunities and Risks)

Japanese society faces various risks, including declining competitiveness due to demographic and industrial structural changes and the growing severity of natural disasters. We believe that many of these social issues can be resolved by leveraging data and innovative technologies, and transitioning toward decentralized and circular lifestyles and economies. The Business Development Division is particularly focused on addressing social issues in the domains of Healthcare, Food, Community development + Energy.

The healthcare domain is facing the ongoing challenge of detecting pre-symptomatic conditions early to extend healthy life expectancy. In the agri-food domain, the challenge is securing workers to sustain farming systems. In local regional transportation, the push for carbon neutrality and the 2024 problem in the transport industry require increasingly complex and sophisticated solutions, necessitating novel responses.

The mission of the Business Development Division is to solve these social issues by creating new services, which we believe will also enhance the corporate value of our Group. We see the challenge of solving social issues as a business opportunity and will boldly pursue business development by leveraging the knowledge and management resources cultivated through our electric power business.

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

As the incubation organization within our Group that "generates ideas" and "nurtures new businesses," the Business Development Division is engaged in developing new businesses. In the past three years (FY2022–FY2024), we have made investments totaling 10.2 billion yen. With the aim of early business creation through the exploration of new technologies and business alliances, we are making strategic investments in domestic and international startups and venture capital funds that have strengths in the fields we are targeting.

Current projects include the "Kizuna Net Contact Network," an information distribution service, and "e-Frail Navi," a service that uses AI to analyze electricity usage and detect frailty risk. We have also established subsidiaries such as TSUNAGU Community Analytics, which aims to solve social issues through advanced analysis of various data from our Group; TSUNAGU Community Farm, which operates a fully artificial-light-type lettuce factory; and Chuden Telemetering LLC, which provides automated meter reading services for water and gas using the smart meter communication network.

We will continue to strengthen external collaborations through proactive investment, accelerating the delivery of services that enrich customers' lives.

New Growth Fields

Initiatives for Growth and Future Business Development

Incubation across the domains of Healthcare, Food, Community development + Energy

Healthcare Domain

In the healthcare domain, leveraging our Group's strengths, we are promoting DX using electricity data from smart meters to create value that connects individuals who need medical support with appropriate service providers, developing services that detect physical and mental health issues at an early stage. Specifically, "e-Frail Navi," a service where AI analyzes electricity usage to efficiently detect frailty risks, is being deployed to municipalities. As of April 2025, we have steadily gained orders from 29 municipalities.

To further enhance this service, in October 2024 we formed a capital and business alliance with Total Future Healthcare, Inc. (TFH). By combining TFH's advanced sensing technology with our electricity data analysis technology, we aim to expand the scope of detectable conditions to include dementia, depression, and lifestyle-related diseases, thereby achieving more comprehensive medical support.

Food and Agriculture Domain

In agriculture, we are taking on the challenge of creating new value by making farming sustainable and reducing environmental impact. We are building an agricultural model that leverages cutting-edge technologies, including DX tools utilizing AI analysis, and playing a hub role in production and distribution, thereby contributing to the sustainability and revitalization of local communities.

Specifically, we are conducting a demonstration of rice cultivation using water-saving dry direct seeding, which does not require paddy flooding. This method not only significantly reduces labor of farm work but also generates environmental value by cutting greenhouse gas emissions. This demonstration is being conducted with NEWGREEN Inc., an agricultural startup in which we invested in April 2024. Going forward, we will pursue further investment and demonstrations with the aim of creating and building a rice supply chain with high environmental value.

Regional Transportation Business Domain

We aim to create value through both regional transportation services that support enriched living and decarbonization promotion through vehicle electrification and efficient utilization.

Specifically, we offer "OPCAT," a charging management system that uses AI to automatically generate low-cost vehicle operations, considering electricity rates and vehicle activity, for commercial EVs such as route buses and delivery trucks.

Furthermore, through a capital and business alliance with SWAT Mobility Pte. Ltd., we are working to create further value for regional transportation by developing the system into an AI-based on-demand transit operation system incorporating route optimization technology.

Power Infrastructure Utilization Domain

We provide telemetry services such as automated meter reading for water and LP gas using the electric power smart meter infrastructure. In addition to high communication quality, we also provide a cloud-based meter data management system that can immediately reflect customer needs through agile development. As of November 2024, cumulative sales of our communication terminals surpassed 300,000 units, with orders steadily increasing.

Looking ahead, we aim to go beyond telemetry services to provide integrated customer and equipment management systems tailored to customer needs.

By utilizing the acquired data, we will work with other regional power transmission and distribution companies across Japan to provide high-quality infrastructure for businesses, such as streamlining gas cylinder delivery operations and pipeline network analysis for water utilities, as well as services focused on residents, such as visualizing consumption, monitoring single-person households, and disaster prevention services, to realize smart cities.

Developing Business Transformation Talent and Strengthening Our Business Foundation

In promoting these initiatives, we are actively leveraging external resources. The Chubu region has a strong manufacturing industry base, making it an optimal location for business expansion. By leveraging this regional characteristic, we are actively engaging in external collaborations and expanding our networks to explore new business opportunities.

Specifically, we are building and strengthening relationships with venture capital and startup companies through exchanges utilizing STATION Ai and the NAGOYA INNOVATOR'S GARAGE, as well as through investments by our corporate venture capital unit. We are also exploring collaborations with academia, including local universities, in both business and human resource development.

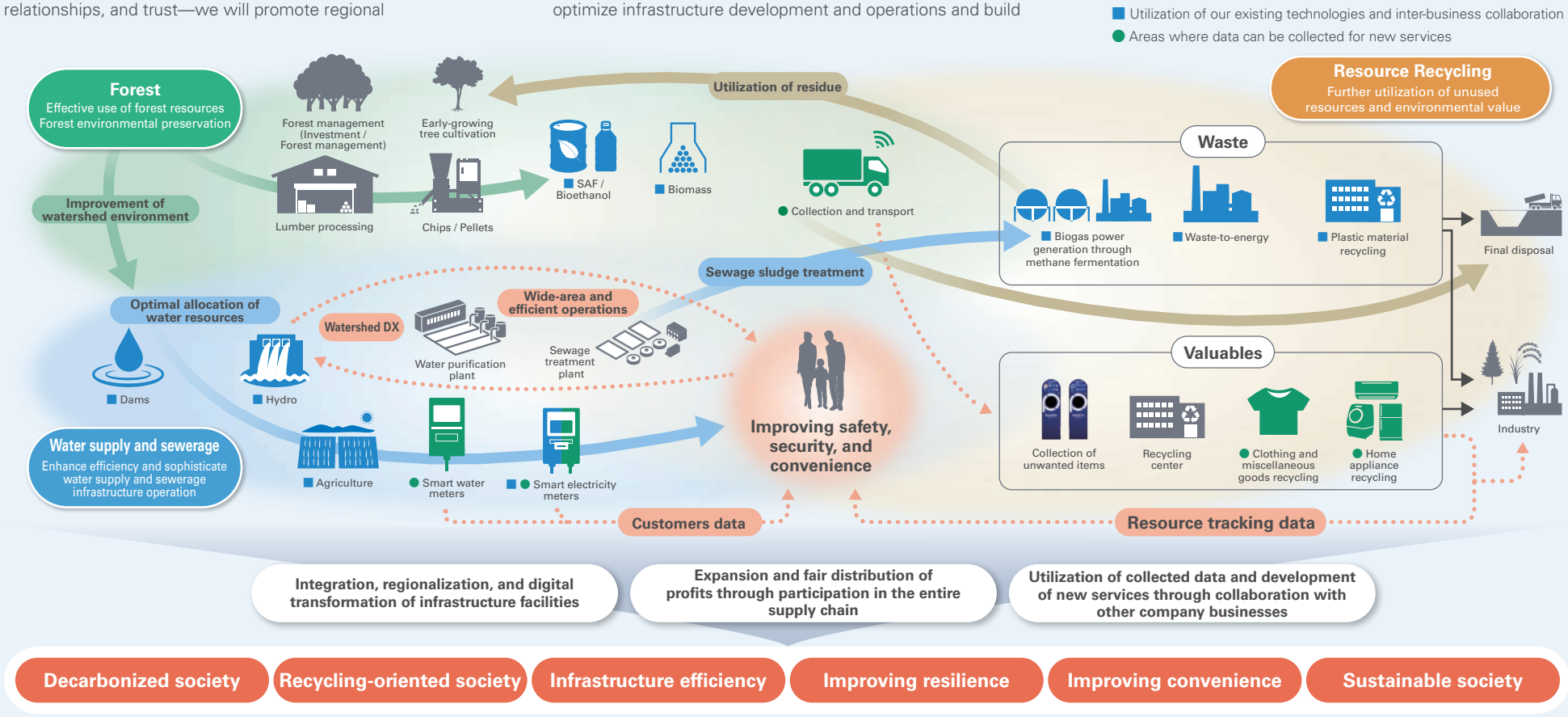
Through these activities, we are organizing management resources such as data, human networks, customer bases, and know-how gained, and examining how they can be utilized as a business platform across the entire Group. By combining these with the characteristics of our customers and local communities, we believe we can deliver further value tailored to specific needs.

Regional Infrastructure Business

Building a decarbonized, circular economy, and sustainable local community by promoting resource recycling, water supply and sewerage initiatives, and forestry projects

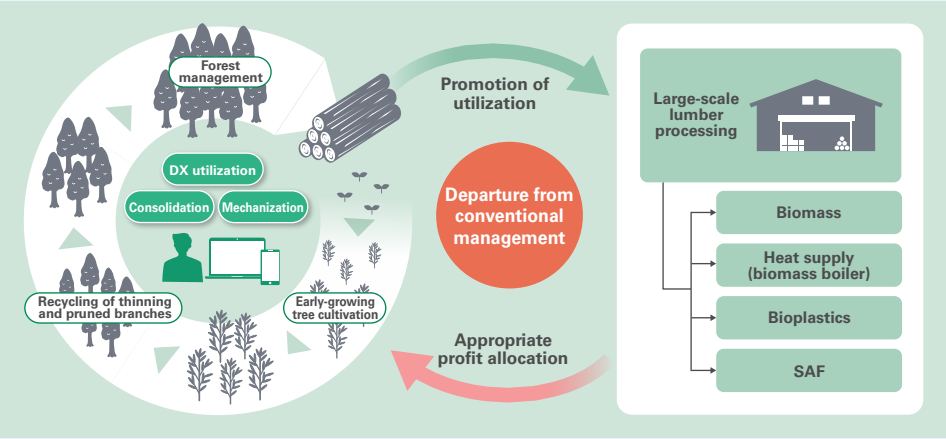
As a company supporting society and local communities, we will address challenges that will become increasingly apparent, such as labor shortages leading to infrastructure deterioration and the intensification of natural disasters due to global warming. In doing so, we will view societal changes such as the advancement of DX and GX as business opportunities. By leveraging the Chubu Electric Power Group's strengths—accumulated management resources and know-how in public utility infrastructure, customer relationships, and trust—we will promote regional infrastructure businesses together with various partners and contribute to the realization of sustainable local communities.

Specifically, we will enter upstream to downstream segments of our priority areas—forestry, water supply and sewerage, and resource recycling—and expand the overall profit across the supply chain through digitalization, regional integration, multi-functionalization, and increased efficiency. Furthermore, by integrating even our existing fields such as energy across domains and utilizing collected data, we will optimize infrastructure development and operations and build new business models that enhance the safety, security, and convenience of local communities. Through these initiatives, we aim to realize a decarbonized, circular (circular economy), and sustainable society as set forth in our Management Vision 2.0.

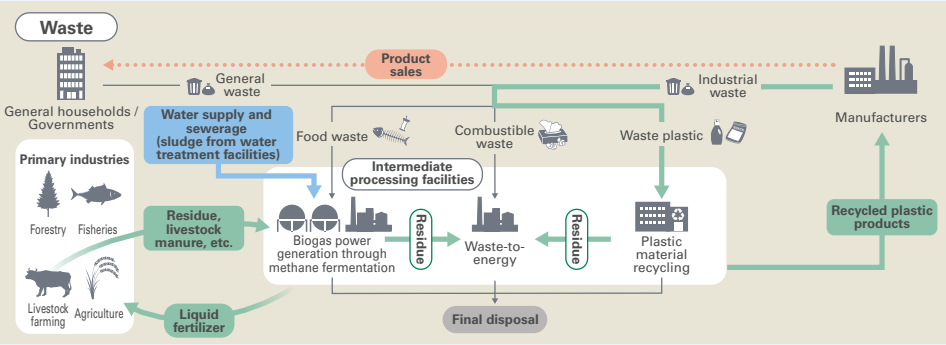


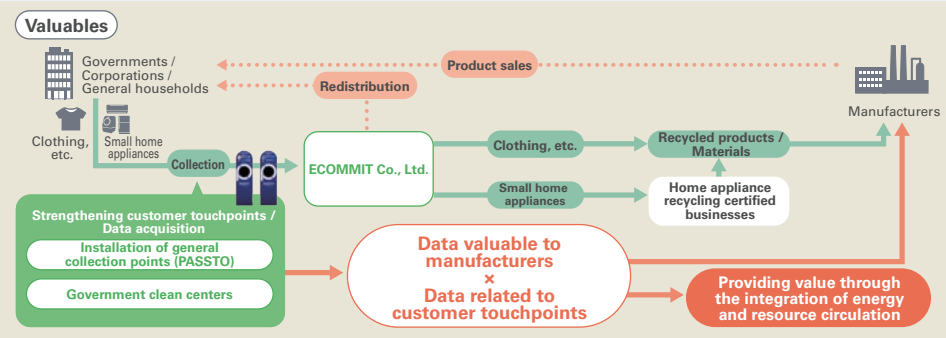
Regional Infrastructure Business

Forest management businesses initiatives



Resource recycling businesses initiatives





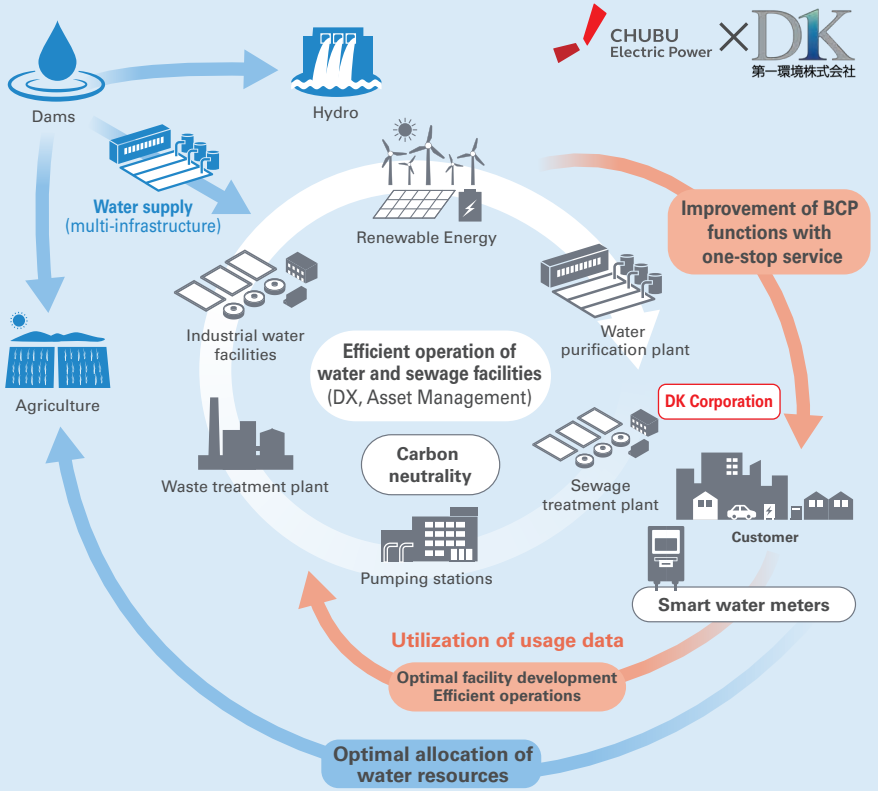
Water supply and sewerage businesses initiatives

Examples of initiatives Investment in DK Corporation

We acquired a portion of the shares of DK Corporation with the aim of participating in the water and sewage sector.

The Company operates in the water and sewage sector, offering services such as meter reading and fee collection, system development and operation tailored to the needs of local public enterprises, and water supply equipment management. In particular, it holds the top national share in meter reading and fee collection services based on water-supplied population*. Going forward, by providing services that transcend traditional business boundaries, we will contribute to realizing a decarbonized society, a recycling-oriented society, and a circular economy, as well as solving challenges faced by municipalities and customers.

*Population residing within the water supply area and receiving water from a water utility.



Real Estate Business

Aiming to create a virtuous cycle of sustainable growth for both the region and corporate value, we are promoting “community creation that coexists with the local area and endures over time by adapting to changes in the era and environment.”

Establishment of Real Estate Business Division

Our real estate business plays a key role in our new growth area, as it contributes to the provision of new services through community creation and the sale of energy to properties we develop and own. It also holds potential for expanding revenue through the effective use of land and buildings held by our Group. To accelerate this initiative and promote the “provision of new added value” by combining products and services that offer energy management, safety, and comfort, we established the Real Estate Business Division in April 2025. This new division consolidates functions such as collaboration with other Chubu Electric Power Group companies and the effective use of owned assets. By using energy services as a foundation and combining them with added value to meet various local needs, we aim to achieve a virtuous cycle of sustainable regional growth and enhanced corporate value through community creation.

Real Estate Business

Regional Revitalization through Real Estate Business

We are addressing the needs to solve challenges faced by communities across Japan—such as declining birthrates and aging population, population decline, weakening social ties, and loss of vibrancy—by fully leveraging the real estate know-how of group companies Chuden Real Estate and ES-CON. In addition to condominiums and detached houses, we are undertaking complex developments that include facilities supporting diverse lifestyles such as shopping, medical care, nursing care, and child-rearing, as well as plazas and parks where anyone can gather and relax. Through these developments, we are promoting intergenerational interaction, working to create communities where people of all ages can live safely and comfortably, and contributing to regional revitalization.

Chuden Real Estate
iiNE town Mizuho
(Nagoya City, Aichi Prefecture)

April 2024: Commercial facility opens
June 2025: Condominium building completed

Chuden Real Estate
i-VILLAGE Jinryo
(Kasugai City, Aichi Prefecture)

October 2024: Start of residential lot sales
April 2025: Community opening

ES-CON
HOKKAIDO BALLPARK F VILLAGE
(Kitahiroshima City, Hokkaido)

February 2023: Condominium building completed
March 2024: Senior residence completed
2027: Hotel scheduled to open

ES-CON
tonarie Kitahiroshima
ES CON FIELD HOKKAIDO HOTEL
Kitahiroshima Station
(Kitahiroshima City, Hokkaido)

March 2025: Opening of commercial facility and hotel
November 2026: Condominium building scheduled for completion

Initiatives for Growth and Future Business Development

Our Group's real estate business has been led by Chuden Real Estate and ES-CON. Moving forward, the Real Estate Business Division will take the lead, combining their expertise in real estate development and management with our Company's knowledge and experience in the energy business. We will provide services that maximize environmental value through the optimal generation and consumption of renewable energy, improve resilience through power supply to evacuation centers during disasters, and create environments where the elderly can live with peace of mind through healthcare solutions utilizing electricity data. In particular, compared to standalone development of condominiums or housing, community development enables the provision of services tailored to regional characteristics and needs, which we believe will contribute to resolving local issues and lead to long-term improvement in community satisfaction.

We will actively participate in new community creation projects, strive to expand and enhance services that improve the appeal and value of local areas, and promote a real estate business rooted in the community—unique to our Group.

Chubu Electric Power /
Chuden Real Estate / ES-CON
Nagoya Racecourse Redevelopment Site
(Nagoya City, Aichi Prefecture)

Around 2029: Community opening (planned)

Promotion of Digital Transformation (DX)

Playing a part in the electricity infrastructure, the Group will promote regional revitalization and contribute to the sustainable growth of society through its DX.

DX initiatives of the Chubu Electric Power Group (Japanese version only)

Nabeta Kazuhiro
Director & Executive Vice President
General Manager of Corporate Planning & Strategy Division and Chief Information Officer (CIO)

From the digital creation phase to the digital normal phase, we accelerate DX promotion across our Group.

Our Group designated the period through FY2025 as the Digital Creation Phase. During this period, we have been working to enhance our digital environment, transform our organizational culture, and improve employees' digital skills.

We are also implementing initiatives to enhance and improve the efficiency of the electric power business, provide new life services through the use of data, and promote local revitalization by offering digital support to communities and companies.

In the next stage, we will move toward the Digital Normal Phase, in which digital technologies are used routinely throughout the Company. Specifically, we will further utilize rapidly advancing AI technologies by integrating them into operations company-wide and progressively expanding the scope of human-AI collaboration and co-creation.

This will allows us to provide better value to our stakeholders and enhance our corporate value.

Until 2023	2024-2025	2026-2029
Digital deployment phase	**Digital creation phase** Business model reform and new business development through digital technologies	**Digital normal phase** A phase where digital utilization becomes the norm across the Company and for all employees

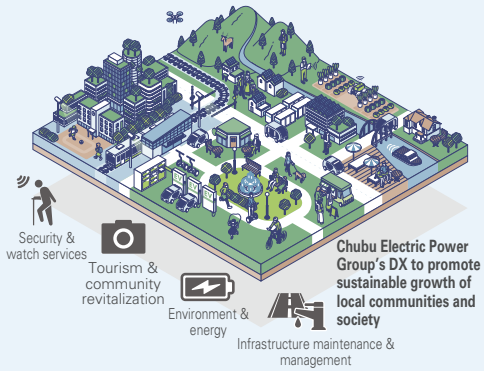
Transformation of customer services

To continue growing together with local communities, we will help realize safe, secure, and convenient lives that go beyond the provision of energy services.

We aim to contribute to the sustainable growth of society by providing services tailored to each individual's living situation, promoting healthy, safe, and comfortable communities, and enhancing the well-being of citizens.

We also aim to build an information platform that, in collaboration with municipalities, uses AI to analyze diverse resident data, estimate living conditions, and propose and provide optimal services.

Specifically, in Kuwana City, Mie Prefecture, we will conduct data demonstrations using daily life data such as electricity and water usage, and residents' service usage history, to detect changes in individual health conditions and eventually offer proposals for improvement.



[Other examples]

Healthcare area services (Japanese version only)

Smart meter: utilization of water supply data (Japanese version only)

Operational reforms

We are promoting greater sophistication and efficiency of our operations by proactively utilizing AI technology.

Our Group provides generative AI to all employees. By leveraging internal data such as the operational know-how accumulated over many years, we have enabled effective information retrieval with generative AI and AI-assisted tasks such as technical studies and document preparation. These applications have also contributed to improved operational quality, such as by supporting the review of customer-facing documents based on accumulated knowledge.

In the future, we aim for AI agents to act as "another self," collaborating with humans while also communicating with other AI agents to autonomously optimize operations.

Supporting the growth and active roles of each and every one of our human resources

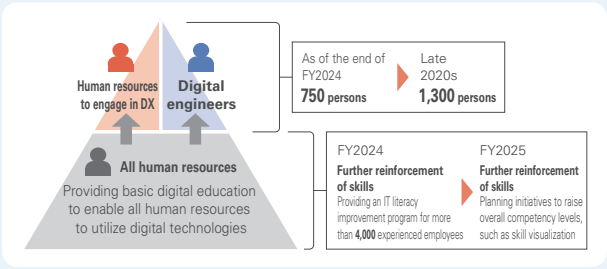
Nurturing human resources to engage in DX (Japanese version only)

To enable all employees of the Chubu Electric Power Group to autonomously practice and promote DX, we implemented company-wide training aimed at enhancing DX and IT literacy and have achieved a certain level of skill improvement. Going forward, we will implement development programs to further enhance skills.

In FY2025, we will conduct training focused on advanced usage of generative AI.

For securing human resources to more strongly promote DX, we are also nurturing human resources to engage in DX and digital engineers. The former will make plans toward transformations and promote associated projects. The latter will design and implement operations using their expertise in the fields of advanced data analysis and the creation of AI.

We aim to develop 1,300 such personnel by the second half of the 2020s and efficiently assign them to drive transformation in each businesses.



Promotion of Kaizen Activities

Itsushi Ishihara
Executive Officer
General Manager of the Kaizen Promotion Department
Supervisor of Chief Kaizen Officer (CKO)

Kaizen activities are a key pillar of management, an indispensable part of achieving Management Vision 2.0.

"Kaizen activities based on the concept of the Toyota Production System" are now in their seventh year of implementation at Chubu Electric Power Group.

Following the Introduction/Deployment phase, which aimed to promote participation and understanding across the company, we positioned FY2023 and onward as the Expansion/Transformation phase, in which we launched new initiatives to promote autonomous and self-driven Kaizen activities.

The President has taken the lead in promoting these initiatives, and our management team is evolving toward a more autonomous promotion structure. By sharing successful case studies horizontally and deeply analyzing the effects of Kaizen (improvement) activities, we are steadily accumulating positive results.

Up to the end of FY2024, the entire Chubu Electric Power Group has worked on approximately 7,000 business improvement items and these efforts have yielded cumulative cost reductions of around 52 billion yen. To date, we have shifted about 920 people to areas targeting new growth and to bolster existing operations and improve their sophistication. This has allowed us to maximize use of our valuable human resources and time and create new value and profits.

Going forward, strong leadership from top management—including the President—and the further expansion and evolution of workplace-level Kaizen activities will help us benefit fully from the self-driven and autonomous advancement of Kaizen activities. Ultimately, we aim to make Kaizen a core part of our corporate culture and achieve sustainable growth.

From FY2018

Introduction/Deployment phase
Participation of all employees

- Permeate understanding of Kaizen (First let's all try together.)
- Leader-driven

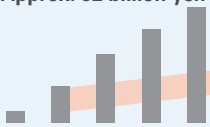
From FY2023

Expansion/Transformation phase
Pursue and utilize results

- Further demonstrate leadership by management
- Pursue and utilize results (people, goods, money)
- Cultivate talent who will lead Kaizen activities

Strong leadership by management

Improve profitability
Cumulative total Approx. 52 billion yen



Pursue further achievements & Utilize creation results
Creating new value and profits by shifting personnel to new areas

Vision

Cultivate human resources capable of thinking and acting on their own

Build a flexible and strong management foundation capable of responding to environmental changes

Firmly position Kaizen as the corporate culture of the Group

Kaizen activity President's report meeting

The President himself leads by example, visiting Kaizen activities sites in person to observe conditions firsthand, and providing direct instruction and advice.

During these visits, he also offers words of appreciation and encouragement to employees, and conveys his thoughts as President, helping to further instill a Kaizen mindset and raise motivation.

Kaizen activity example (Chubu Electric Power Grid)

By observing work processes down to time-increments of seconds and improving and streamlining the replacement work for installation of large-capacity smart meters, we were able to both attain cost reductions (cost savings of 70 million yen/year) and ensure that work was completed on schedule.

Matters we noticed	Kaizen focus points
Materials and equipment were scattered	Organize/standardize meter replacement work
Variation in work operations by each person	
Practices continued from the past	2 persons→1-person work streamlining
Repetitive movements	Eliminate unnecessary movements

Technology Research and Development and Intellectual Property

Technology research and development (Japanese version only)

Noda Hidetomo

Senior Managing Executive Officer, General Manager of Research & Development Division, Chief Technology Officer (CTO) and Chief Standardization Officer (CSO)

Promoting technology research and development in a manner to help achieve Vision 2.0 and seeking the social implementation of innovative technologies

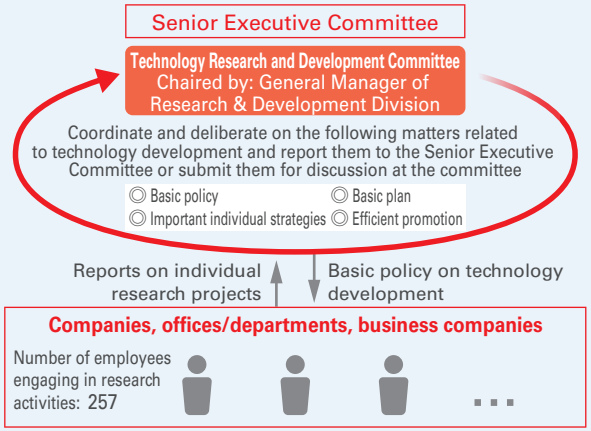
In addition to resolving technical issues faced by business companies and business divisions, which will contribute to a stable supply of electricity, we are promoting technology research and development in seven priority areas for realizing the decarbonization of social systems as stipulated in our Management Vision 2.0 (Vision 2.0) and are working to create intellectual properties for enhancing our corporate value.

Overcoming the technical challenges that stand in the path of decarbonization and other goals is difficult for our Company alone. To conduct effective research, collaboration with universities, research institutions, and other companies possessing various strengths and core technologies is essential. We will continue to expand our network of co-creation partners. By integrating perspectives from engineering and industry with academic insight and societal needs, we aim to implement innovative technologies in society.

As Chief Standardization Officer (CSO), I will work to invigorate standardization activities for the formulation of standards related to equipment and technologies in the energy business, as well as for the creation of markets for new services.

Structure to promote technology research and development

We have established the Technology Research and Development Committee under the Senior Executive Committee. In this structure, matters that have been deliberated on at the Technology Research and Development Committee are either reported to the Senior Executive Committee or submitted for discussion at the committee.



Investment in and contribution through technology research and development

The entire Group invested approximately 9.3 billion yen in research and development in FY2024 with the intention to contribute to the realization of Vision 2.0.

More specifically, as an initiative toward the realization of decarbonization, we are promoting technology research and development in areas such as renewable energy and energy storage, including a small-scale offshore verification test of a next-generation (floating axis) wind turbine.

Furthermore, in promoting DX, we are actively engaging in technology R&D related to generative AI, XR, EMS, and other areas, aiming to create the new value that transforms not only our operations but also customers' business processes and lifestyles.

Standardization initiatives

As part of efforts to create innovation toward achieving carbon neutrality, we are participating in the Floating Offshore Wind Technology Research Association (FLOWRA), working toward the international standardization of technologies related to floating offshore wind power.

Technology research and development: seven priority areas and major initiatives

In addition to resolving on-site issues, we are promoting technology research and development in seven priority areas to realize Vision 2.0 in collaboration with industry, academia, government, and Group companies, and are seeking the social implementation of innovative technologies.

Decarbonization | Environment

Expand the use of renewable energy
- Develop technology for low-cost floating offshore wind power generation
- Small-scale offshore verification test into next-generation (floating-axis) wind turbine

Build hydrogen and ammonia supply chains
- Build a supply chain
- Conduct basic research on ammonia co-firing

Maximize the use of nuclear power
- Conduct research for further improving safety

Safety and security | Society

Expand contact points with customers and provide value
- Promote electrification, introduce alternative technologies for heating combustion
- Expand the area of community-based services

Provide value through an energy platform
- Build a grid test site, perform verification
- Construct and verify EMS (DER optimal control, etc.)

Provide value through a data platform
- Collect data using IoT sensors, big data analysis

Self-distributed and circular | Economy

Promote resource recycling
- Local resource circulation using sorghum
- Develop recycling technology for rare materials

Resolution of technical issues in business companies and business divisions

Policy on intellectual property

Creating intellectual properties that help enhance corporate value

To strengthen our business foundation and expand our business domains, we are engaged in intellectual property creation that utilizes IP information from the research planning stage. We also make efforts to increase employees' motivation for invention and creation through internal education.

Appropriately protecting and effectively utilizing intellectual properties

We work to appropriately protect the intellectual properties thus created by acquiring patents and other rights and managing them as know-how. We also work to release the intellectual properties we own for external use.

Respecting intellectual properties of third parties

We conduct a survey on intellectual property rights held by third parties as an effort to prevent infringement of these rights. We are also active in utilizing intellectual properties of third parties, which are useful to our businesses, through licensing and other means.

Promoting intellectual property activities

Intellectual property activities (including the number of patent applications data) (Japanese version only)

Make sure to acquire rights by identifying inventions	● Strengthen efforts to identify and support the creation of inventions useful to business activities
	● Provide education for all employees on intellectual property creation and infringement prevention
Contribute to an expansion of the new growth area	● Conduct activities to propose new businesses utilizing intellectual properties information
	● Develop an intellectual property strategy for applicable technologies in the seven priority areas of technology research and development
Enhance corporate value through social implementation	● Increase opportunities to communicate our patents externally (e.g., through our website and external public organization websites)
	● Participate in patent matching events hosted by public and other institutions

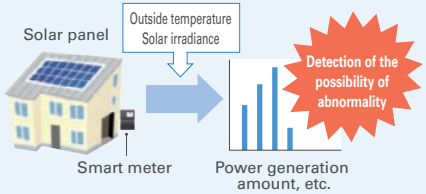
Intellectual property activities that contribute to improving corporate value

In working toward the social implementation of Chubu Electric Power's patents, we are striving to raise our corporate value through social contribution activities such as introducing the role of intellectual property in the energy business by giving on-site IP lectures to the next generation while disseminating information about our patents at patent matching events and external public organizations.

Patents acquired in FY2024

In FY2024, Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz acquired 35 patents, and 46 patent applications on a date of publication basis.

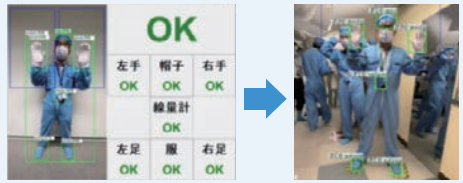
Abnormal Operation Estimation System and Program (Patent No. 7554027)



Detection of solar panel abnormalities from smart meter readings, etc.

This is a technology that statistically estimates abnormalities in solar panels by calculating power generation, etc., from smart meter readings and data such as outside air temperature and solar irradiance.

Entry Management Device (Patent No. 7617187)



Conventional device (a partition is installed to prevent people in the background from appearing)

Entry Monitoring Device (even if there are people in the background, only the person at the front is identified)

This is a technology that appropriately selects the worker at the front of the line and determines whether their equipment is appropriate.

Holding Techno Fair 2024

Techno Fairs (Japanese version only)

Techno Fair 2024 was held under the theme "Toward a Sustainable Future," seeking connections with partners for the social implementation of technology.

We introduced a total of 68 technology R&D projects, and approximately 2,350 visitors attended the event.

In FY2025, we will hold Techno Fair 2025 under the theme "Seeds of Innovation," with more than 80 appealing technology R&D exhibits planned.

● Example awards given to our technology research and development efforts

Award name	Subject of award
MONODZUKURI Nippon Conference: 'CHO' MONODZUKURI Innovative Parts and Components Awards Environment, Resources and Energy Related Component Award	Demonstration research on washing machines equipped with hot water heat pumps
The Energy Conservation Center, Japan: Energy Conservation Grand Prize The Energy Conservation Center, Japan: Chairman's Award	
Japan Nuclear Safety Institute 2024 Special Award	Research on improvements to the AI gate for protective gear checks

Message from the Chairman of the Board of Directors

Enhancing the effectiveness of the Board of Directors to advance hands-on co-creation with stakeholders, contributing to the sustainable growth of our Group and society.

One Year as a Company with an Audit and Supervisory Committee

In June 2024, we transitioned to a company with an Audit and Supervisory Committee structure. Since then, we have been working to enhance our governance and become more agile in our decision making by clearly delineating roles in execution and oversight.

To further improve the effectiveness of the Board of Directors, we introduced external evaluations to incorporate objective perspectives and specialized knowledge from outside the Company. An analysis of a survey conducted with all directors indicated that in fiscal 2024, discussions on management policies and strategies—including decarbonization—have become more frequent, and Board operations are more effective than before.

As Chairman, I have noticed that discussions at Board meetings have become more active. Board members have pointed out the importance of further promoting delegation of authority to the executive team and deepening discussions aimed at co-growth while meeting the expectations of customers and society. At the same time, they have highlighted the need to strengthen monitoring through enhanced reporting to reinforce the Board's supervisory function. We will continue addressing these challenges and advancing our governance.

Strengthening the Board's Function for Long-Term Corporate Value Enhancement

I place great importance on taking action personally in my pursuit of better understanding what our Group must do to deliver new value to customers and society. The Board of Directors also plays a vital role in appropriately supervising and supporting the Group's business execution.

At our company, stock-based compensation systems have been introduced for directors who are Audit and Supervisory Committee members as well. The purpose of this is to ensure that all directors, including those with auditing responsibilities, remain strongly aware of sustainable growth and fulfill their duties accordingly. Additionally, the number of external directors now exceeds that of internal directors, and directors

Katsuno Satoru
Chairman of the Board of Directors

Katsuno Satoru joined Chubu Electric Power in 1977. Before Katsuno was appointed director in 2015, holding the position of President & Director, he served as General Manager of Okazaki Regional Office, Managing Executive Officer, General Manager of the Tokyo Office, and Director, Executive Vice President, and General Manager of Corporate Planning & Strategy Division. He has been in his present position since April 2020. Born in 1954 in Aichi Prefecture.

Message from the Chairman of the Board of Directors

with voting rights who are members of the Audit and Supervisory Committee participate in management. As such, we have established a structure that balances strong governance with executive support.

We are also working to foster engagement with shareholders and investors to further enhance the Board's function. In FY2024, we clarified environmental expertise within our skill matrix and revised the executive compensation system to strengthen directors' awareness of long-term corporate value creation.

We will continue to strengthen the Board's effectiveness by deepening our dialogue with shareholders, investors, and all other stakeholders.

Contributing to Societal Transformation through the Implementation of Innovation

In February of this year, Japan's 7th Strategic Energy Plan and the GX2040 Vision were approved by the Cabinet. Forecasts for electricity demand are shifting in light of progress toward carbon neutrality by 2050, and in response to digitalization trends such as the growth of data centers and AI, with demand now expected to increase. In this context, it is essential to not only secure and diversify power sources and reinforce the power grid, but also to enhance the functionality of the entire electricity system to achieve both stable supply and decarbonization. As the population ages and depopulation progresses, especially in isolated or remote communities, traditional large-scale, long-distance transmission systems alone will no longer be sufficient. We must develop an integrated model that combines decentralized, self-sufficient energy systems such as renewable energy-based microgrids with conventional systems.

The Strategic Energy Plan and GX2040 Vision reaffirm the S+3E framework, which prioritizes safety while balancing energy security, economic efficiency, and environmental suitability. They also outline a long-term strategy to transform society by transitioning from fossil fuels to clean energy. To keep pace with these environmental changes, we must embrace novel innovations made possible by GX and DX and swiftly implement them for society. Beyond physical and system-level integration, the connections between people and between individuals and society are becoming even more important.

Connecting People and Society, Creating Energy for Happiness

In April of this year, we revised our corporate philosophy. Under the banner of "Connecting People and Society, Creating Energy for Happiness," our entire Group is committed to steadily supporting societal transformation.

In my career, I have served as Chairman of the Federation of Electric Power Companies of Japan and as a member of the government's GX Implementation Council. The need to grasp and respond to increasingly diverse social needs and expectations from a broad, multifaceted perspective has never been greater. At every turn, we see the growing importance of our role as a utility—connecting people and society through technology, integrating various elements, and embedding these innovations into society as part of its infrastructure.

To implement new technologies that integrate the digital and physical, it is crucial to create a human-centered society that values the uniqueness of every individual as the true protagonist of their own story.

Based on our new corporate philosophy, we will continue to co-create with diverse stakeholders and contribute to enhancing corporate value and promoting the sustainable development of local communities and society at large. To fully embed this philosophy throughout our Group and put it into practice, the Board of Directors will continue to support business execution from a supervisory standpoint by further advancing our governance. We hope to count on your support for the Chubu Electric Power Group as we continue to take on the challenge of creating a bright and happy future full of energy, together with our customers, our communities, and everyone who lives on this planet.

Message from the External Director

I look forward to our Group boldly taking on new challenges as it builds itself into the company it aspires to become.

Kurihara Mitsue

Chubu Electric Power Co., Inc.
External Director

Kurihara Mitsue joined Development Bank of Japan (DBJ) in 1987 and held positions such as Head of Corporate Finance Department, Division 6 and Audit & Supervisory Board Member. She has been serving as Chairman of the Board of Directors at Value Management Institute, Inc. since June 2020.
She also served as Vice Chairperson and Chair of the Environment and Energy Committee at the Japan Association of Corporate Executives.
She was appointed as External Director of the Company in June 2020.

Last year, the Company transitioned to a Company with an Audit and Supervisory Committee to become more agile in its decision making and improve governance. In recent years, the Company has been undergoing major business transformations—shifting to a power generation and retail separation model to expand from electricity to energy and now into community support infrastructure. Alongside these changes, it has also engaged in governance reform.

One year after the transition, I feel that the frequency of discussions on medium- to long-term management policies, decarbonization, and stable energy supply strategies has significantly increased beyond the already high level of previous activity by the Board of Directors. There has also been more communication and discussion regarding capital policy—including dividends—and stock price, aimed at enhancing corporate value.

That said, there is still room to improve the effectiveness of the Board of Directors. We must continue to improve by refining the delegation of authority based on a more advanced check-and-balance function over the executive side, and by enhancing the supervisory function in alignment with its primary role. This will allow for deeper discussions on group-wide management issues, future growth strategies, and business transformation. Capital markets continue to hold high expectations and demand rigorous evaluations of our efforts to enhance corporate value. In light of this, we need to deepen these discussions and focus not on short-term numerical targets, but on formulating long-term growth strategies, setting clear roadmaps, and communicating progress effectively.

In April 2025, the Company revised its corporate philosophy for the first time in 14 years and announced the "Chubu Electric Power Group Corporate Philosophy" as part of its growth strategy, which aims to leverage the Group's strengths and pursue new growth.

After discussing with many officers and employees across the Group, we directors also exchanged views. I emphasized the importance of maintaining a spirit of taking on challenges. Part of the new corporate philosophy includes the phrase: "Taking on the challenge of creating a bright and happy future full of energy." Here, "energy" refers not only to the commodity but also to vitality and new value.

It is also important to connect the appeal of the Chubu region to global growth. Rather than relying on a linear extension of the current state, my hope for Chubu Electric Power Group is that it will boldly envision the future society and the kind of company it aims to be, flexibly devise long-term strategies and paths for implementation, and proactively take on challenges. Within the Board of Directors, I intend to engage in multifaceted discussions on business strategy, investment and financial strategy, and risk from a medium- to long-term perspective.

Even in an increasingly uncertain environment, many opportunities exist. It is vital to seize these opportunities by looking from multiple angles—including the perspectives of customers, local communities, our planet, employees, investors, markets, and regulatory frameworks. Collaboration with various partners will play a key role in these efforts. Securing and developing human resources as a management foundation is the most critical issue, in my view. As a director, I will address management issues from diverse perspectives and contribute to the enhancement of corporate value.

Message from the External Director, Audit and Supervisory Committee Member

Under the new corporate philosophy, it is the responsibility of the Board of Directors to provide leadership and support in taking on challenges.

Yamagata Mitsumasa

Chubu Electric Power Co., Inc.
External Director, Audit and Supervisory Committee Member

Joined Toyota Motor Corporation in April 1995. Held key positions including President of the Powertrain Company and Director at Commercial Japan Partnership Technologies.
President of Hydrogen Factory since July 2023.
Assumed office as External director, Audit and Supervisory Committee member of Chubu Electric Power in June 2024.

A year has passed since my appointment as an External Director and Audit & Supervisory Committee Member in June 2024. In that time, I have taken part in Board meetings and site visits, and I have come to feel that our Company is sincere and continually embraces challenges. I was especially impressed by the Company's dedication to the stable supply of electricity as a power infrastructure provider, including round-the-clock electricity balancing and emergency response operations.

At the same time, I was also surprised by the flexibility the Company is demonstrating in its efforts to expand into a wide range of businesses. I believe this is fostered by the open and lively discussions held by the Board and a corporate culture that embraces dialogue. By generating synergies among our diverse businesses, I am confident that we can achieve our vision of creating a bright and happy future full of energy through connections between people and society.

One of our Group's key challenges is the creation of a decarbonized society. To this end, we are working on achieving zero emissions from thermal power generation, and actively promoting the utilization of hydrogen and ammonia, which have been positioned as crucial initiatives. Witnessing the Company's proactive efforts toward this transition has convinced me that we are helping to lead the way toward a decarbonized society.

At Toyota Motor Corporation, the creation of a hydrogen society is being pursued through a comprehensive supply chain approach—"Generating, Transporting, and Using" hydrogen—with a strong emphasis on collaboration with all stakeholders. Business strategies are also adapted to suit the conditions of each country and region. Similarly, our Group has adopted a business model that separates power generation and retail functions, while maintaining a strong awareness of each facet of electricity: Generating, Sending, and Using. To fully leverage synergies and contribute to the realization of a decarbonized society, cooperation both within and outside the Group is essential. We must develop strategies tailored to each market we participate in. I hope to contribute by applying my own skills and experience to our efforts to create value and partnerships suited to each market.

In April 2025, our Company formulated a new corporate philosophy. In this process, we returned to our founding principles and management sincerely listened to and reflected the voices of all employees in the philosophy. This approach was evident throughout the process. This reflects the corporate culture and spirit we have cultivated and connects to our sincere and open management. The result is a wonderful corporate philosophy imbued with the thoughts and aspirations of all our employees.

I was especially pleased that, during the formulation process, many employees expressed a strong desire to further reinforce our spirit of taking on challenges. It is the responsibility of the Board of Directors, myself included, to lead and support efforts to take on challenges by taking appropriate risks as part of management.

As we face new challenges, it is important to incorporate diverse ideas, including those from areas that may seem unrelated, and to generate new thinking. I will draw upon my experience and knowledge from Toyota Motor Corporation to contribute to our Group and strive to earn the trust and recognition of all stakeholders.

Chubu Electric Power Group Corporate Governance Report

Basic concept regarding corporate governance

The Chubu Electric Power Group positions corporate governance as a key issue to continue earning the trust and choice of stakeholders, including shareholders and investors. Based on the Chubu Electric Power Group CSR Declaration, we place fairness and transparency at the core of our management, ensure appropriate oversight of management and execution of operations, and work to establish systems that enable prompt decision-making.

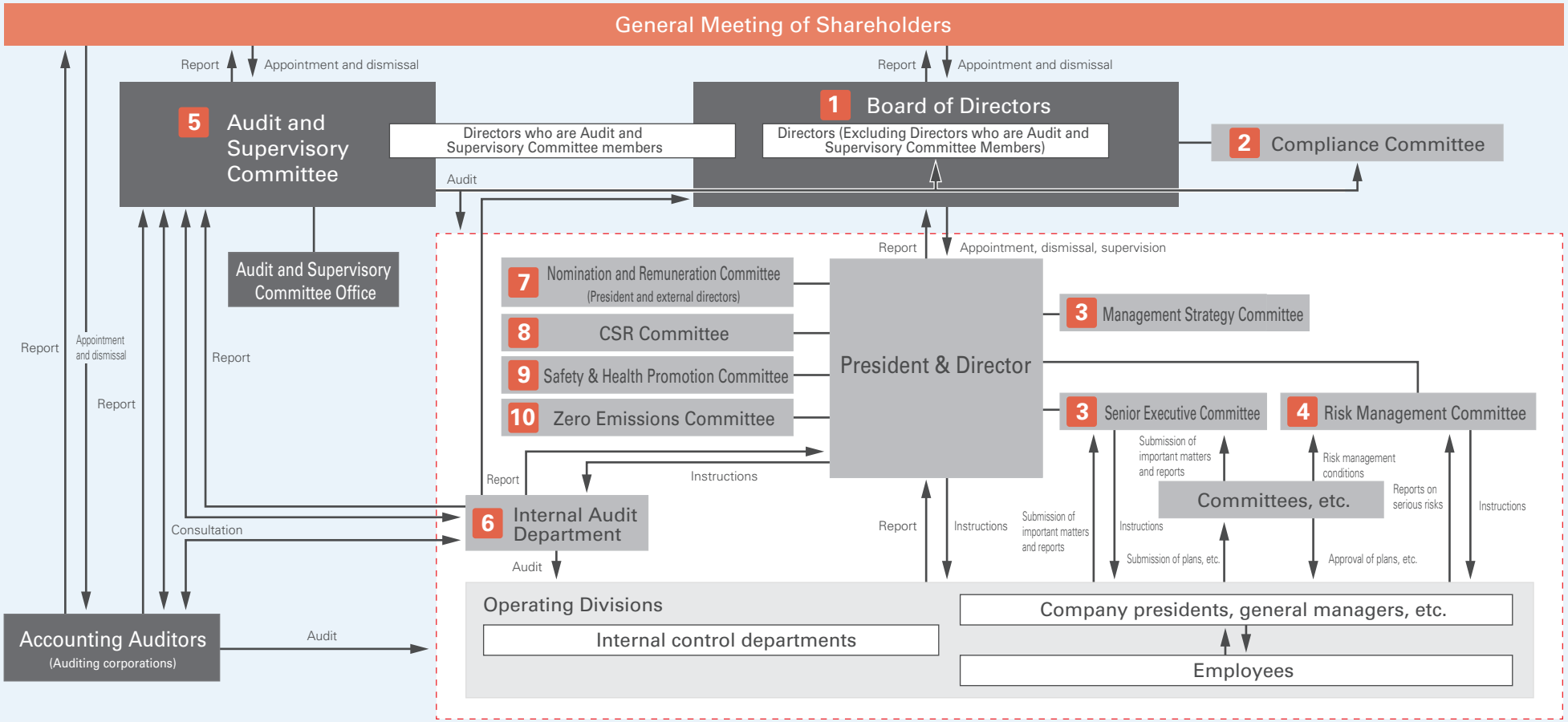
Amid significant changes in our business environment, we recognize that it is more important than ever to achieve both agile decision-making and more advanced governance. To further deepen the separation of execution and supervision, in June 2024, we transitioned to a company with an Audit and Supervisory Committee.

This transition has enabled substantial and flexible delegation of business execution authority from the Board of Directors to Directors, thereby improving the agility and speed of decision-making in business execution. It has also allowed the Board of Directors to focus on deliberating important matters such as management policies and strategies, while strengthening its supervisory functions over business execution.

We will continue to deepen the separation of execution and supervision, striving to continuously enhance corporate governance.

Chubu Electric Power Group Basic Corporate Governance Policy
Corporate Governance

Corporate governance structure



Corporate Governance

1 Board of Directors

In principle, held once a month. Deliberates on and decides items concerning legislation and articles of incorporation, and important items related to management. Additionally, receives reports on the execution of duties from directors in order to supervise the execution of the duties of directors. By granting Directors who are Audit and Supervisory Committee Members voting rights at Board meetings, the effectiveness of the auditing and supervisory functions has been further enhanced.

Thirteen directors including external directors
Held **18** times/year*

2 Compliance Committee

Chubu Electric Power established the Compliance Committee with the aim of comprehensively and reliably promoting compliance throughout the entire Group. The committee is operated under the supervision of the Board of Directors and is chaired by the President through nomination by the Board of Directors.

The committee deliberates policies and measures concerning compliance promotion and conducts fact-finding research on compliance matters as well as provides advice, support, and guidance to Group companies.

3 Senior Executive Committee and Management Strategy Committee

The Senior Executive Committee, comprised of the President, Executive Vice Presidents, Senior Executive Officers and other officers, meets once a week in principle for preliminary deliberation of items on the agenda of the Board of Directors and to discuss other important business matters.

The direction of our medium- to long-term management is discussed at the Management Strategy Committee, which is composed of the Chairman, President, General Manager of Corporate Planning & Strategy Division, General Manager of Corporate Administration Department, and other officers.

4 Risk Management Committee

The Risk Management Committee, which is chaired by the President and consists mainly of Executive Vice Presidents and Senior Executive Officers, deliberates and reports on items concerning serious risks.

5 Audit and Supervisory Committee

Five Audit and Supervisory Committee Members, including External Auditors and Supervisory Committee Members
Held **15** times/year*
(Board of Auditors: held 8 times per year)

In principle, held once a month. The Audit and Supervisory Committee allocates the roles of Directors who are Audit and Supervisory Committee Members and shares information in order to conduct audits more systematically and efficiently. It also issues decisions and approvals regarding matters of law and the items prescribed by the articles of incorporation.

The Audit and Supervisory Committee communicates with the Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter in this section), the internal audit divisions, and the operating divisions, and audits every aspect of the performance of duties by the Directors through attendance by the Directors who are Audit and Supervisory Committee Members at meetings of the Board of Directors and other important meetings, hearing from the Directors regarding the performance of their duties, examining the circumstances of the company's operations and property, and monitoring and verifying resolutions made by the Board of Directors regarding the establishment of systems to ensure the appropriateness of business operations and the operating status of such systems (internal control systems) developed based on such resolutions.

With regard to Group companies, we maintain communication and share information with their directors and auditors, and keep ourselves informed of their business activities whenever necessary.

6 Internal Audit Department

With respect to internal audits, the Internal Audit Office (26 members), which reports directly to the President and is independent from operating divisions, conducts audits from an objective perspective. The division examines and evaluates the activities of business execution departments, including quality assurance activities for nuclear safety, as well as the effectiveness of internal control systems (including internal control over financial reporting). It provides advice and recommendations for improvement, and reports the results to the President, the Board of Directors, and the Audit and Supervisory Committee.

The scope of internal audits by the division includes associated companies. To help improve internal control systems and practices across the group, the Management Audit Division also shares information with internal audit divisions of associated companies and provides other support.

7 Nomination and Remuneration Committee

The Committee consists of the President and independent external directors nominated by the President (including directors who are Audit and Supervisory Committee members). In developing appointment proposals for directors (including directors who are Audit and Supervisory Committee members) and executive officers and determining the remuneration of directors (excluding directors who are Audit and Supervisory Committee Members) and executive officers, the Committee ensures the fairness and transparency of the process by obtaining advice from the external directors.

President and five external directors
Held **12** times/year*

8 CSR Committee

The CSR Committee, which consists of the President, Executive Vice Presidents, Senior Managing Executive Officers, Managing Executive Officers and other officers, deliberates on such matters as the basic policies and medium-term directions of CSR promotion and reports on the status of activities.

9 Safety & Health Promotion Committee

The Safety & Health Promotion Committee chaired by the President of Chubu Electric Power Co., Inc. is composed of the management team, including the operating companies, as well as the labor union chairman and outside experts. The committee deliberates and decides policies and measures to foster a culture of safety and promote health management.

The committee monitors the status of safety and health promotion at each operating company, which also covers accidents at contractors, and rotates the PDCA cycle and continuously make improvements.

10 Zero Emissions Committee

In March 2021, the Zero Emissions Committee was established, chaired by the President, to take on the challenge of achieving net zero CO_2 emissions for the Group's entire business in 2050.

The Committee sets ultra-long-term and medium- to long-term targets for Chubu Electric Power, operating companies and group companies and formulates and evaluates action plans for attaining these targets.

* The number of times the Board of Directors, the Audit and Supervisory Committee, the Board of Auditors, and the Nomination and Remuneration Committee met are the actual figures from FY2024.
The Company transitioned from a company with a board of auditors to a one with an Audit and Supervisory Committee as of the conclusion of the General Meeting of Shareholders held on June 26, 2024.

Corporate Governance

Directors and Audit and Supervisory Committee Members (As of July 1, 2025)

Note 1: The number of attendances is for FY2024.
Note 2: Hayami Toshihiro and Kato Haruhiko assumed office in June 2025.
Note 3: The number of attendances by Nabeta Kazuhiro is for the Board of Directors meetings held after taking office in June 2024.
Note 4: Independent directors are assessed for their independence in accordance with the criteria set by the financial instruments exchange where the company is listed.

Chairman of the Board of Directors

Katsuno Satoru

Reappointed

Apr. 1977: Joined Chubu Electric Power
July 2007: Managing Executive Officer and General Manager of the Tokyo Office
June 2010: Director, Senior Managing Executive Officer, General Manager of Corporate Planning & Strategy Division
June 2013: Director, Executive Vice President and General Manager of Corporate Planning & Strategy Division
June 2015: President & Director
Apr. 2020: Chairman of the Board of Directors (incumbent)

Reasons for selecting: Katsuno Satoru has a career history in the Company that, thus far, includes General Manager of Tokyo Office, General Manager of Corporate Planning & Strategy Division, and President & Director. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Katsuno Satoru is considered capable of carrying out management that improves corporate value.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%)

President & Director

Hayashi Kingo

Reappointed

CEO[*1]

Apr. 1984: Joined Chubu Electric Power
Apr. 2016: Executive Officer, General Manager of Tokyo Office
Apr. 2018: Senior Managing Executive Officer and President of Customer Service & Sales Company
June 2018: Director, Senior Managing Executive Officer, President of Customer Service & Sales Company
Apr. 2020: President & Director
Apr. 2025: President & Director CEO (incumbent)

Reasons for selecting: Hayashi Kingo has a career history in the Company that, thus far, includes General Manager of Tokyo Office, President of Customer Service & Sales Company and President & Director. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Hayashi Kingo is considered capable of carrying out management that improves corporate value.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%); Nomination and Remuneration Committees in FY2024: 12/12 (100%)

*1 CEO: Chief Executive Officer

Director,
Senior Managing Executive Officer

Hayami Toshihiro

New Appointment

General Manager of Corporate Administration Department, Procurement Department, and Business Infrastructure Support Department and CFO[*1]

Apr. 1990: Joined Chubu Electric Power
Apr. 2020: General Manager of Corporate Management Division
Apr. 2022: Executive Officer, General Manager of the Mie Regional Office of Chubu Electric Power Grid Co., Inc.
Apr. 2025: Senior Managing Executive Officer, General Manager of Corporate Administration Department, Procurement Department, and Business Infrastructure Support Department, and CFO
June 2025: Director, Senior Managing Executive Officer, General Manager of Corporate Administration Department, Procurement Department, and Business Infrastructure Support Department, and CFO (incumbent)

Reasons for selecting: Hayami Toshihiro has served as President of the Mie Regional Office of Chubu Electric Power Grid Co., Inc. and as General Manager of the Corporate Administration Department. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to management issues, Hayami Toshihiro is considered capable of carrying out management that improves corporate value.
Attendance: –/– (–%)

*1 CFO: Chief Financial Officer

Director,
Executive Vice President

Nabeta Kazuhiro

Reappointed

General Manager of Corporate Planning & Strategy Division and CIO[*1]

Apr. 1986: Joined Chubu Electric Power
Apr. 2018: Executive Officer and Manager of Corporate Planning & Strategy Division
Apr. 2020: Senior Managing Executive Officer and General Manager of Research & Development Division
Apr. 2023: Senior Managing Executive Officer, General Manager of Research & Development Division, CTO[*2], and CSO[*3]
Apr. 2024: Executive Vice President, General Manager of Corporate Planning & Strategy Division, and CIO
June 2024: Director, Executive Vice President, General Manager of Corporate Planning & Strategy Division, and CIO (incumbent)

Reasons for selecting: Nabeta Kazuhiro has a career history in the Company that, thus far, includes Manager of Corporate Planning & Strategy Division, General Manager of Research & Development Division and General Manager of Corporate Planning & Strategy Division. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Nabeta Kazuhiro is considered capable of carrying out management that improves corporate value.
Attendance: The Board of Directors meetings in FY2024: 15/15 (100%)

*1 CIO: Chief Information Officer
*2 CTO: Chief Technology Officer
*3 CSO: Chief Standardization Officer

External Director
(Independent Officer)

Hashimoto Takayuki

Reappointed

Honorary Executive Advisor, IBM Japan, Ltd.

Apr. 1978: Joined IBM Japan, Ltd.
Apr. 2000: Director, IBM Japan, Ltd.
Apr. 2003: Managing Executive Officer, IBM Japan, Ltd.
Jan. 2007: Senior Managing Executive Officer, IBM Japan, Ltd.
Apr. 2008: Director, Senior Managing Executive Officer, IBM Japan, Ltd.
Jan. 2009: President & Representative Director, IBM Japan, Ltd.
May 2012: Chairman & Director, IBM Japan, Ltd.
Apr. 2014: Chairman, IBM Japan, Ltd.
Jan. 2015: Vice Chairman, IBM Japan, Ltd.
June 2016: External Director, the Company (to present)
May 2017: Honorary Executive Advisor, IBM Japan, Ltd. (to present)
Nov. 2019: President and Representative Executive Director, Yamashiro Management R&D Institute LTD. (incumbent)

Reasons for selecting: Hashimoto Takayuki was involved in the management of IBM Japan for many years, and has a wealth of knowledge and experience as a management specialist.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%); Nomination and Remuneration Committees in FY2024: 12/12 (100%)

External Director
(Independent Officer)

Shimao Tadashi

Reappointed

Honorary Advisor, Daido Steel Co., Ltd.

Apr. 1973: Joined Daido Steel Co., Ltd.
June 2004: Director, Daido Steel Co., Ltd.
June 2006: Managing Director, Daido Steel Co., Ltd.
June 2009: Executive Vice President and Representative Executive Director, Daido Steel Co., Ltd.
June 2010: President and Representative Executive Director, Daido Steel Co., Ltd.
June 2015: President & CEO, Representative Executive Director, Daido Steel Co., Ltd.
June 2016: Chairman of the Board of Directors, Representative Executive Director, Daido Steel Co., Ltd.
June 2019: External Director, the Company (incumbent)
June 2023: Honorary Advisor, Daido Steel Co., Ltd. (incumbent)

Reasons for selecting: Shimao Tadashi was involved in the management of Daido Steel Co., Ltd. for many years, and has a wealth of knowledge and experience as a management specialist.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%); Nomination and Remuneration Committees in FY2024: 12/12 (100%)

External Director
(Independent Officer)

Kurihara Mitsue

Reappointed

Chairman of the Board of Directors, Value Management Institute, Inc.

Apr. 1987: Joined Development Bank of Japan (DBJ)
June 2008: International Policy Studies, Stanford University (Dispatch)
June 2010: Deputy Director, Treasury Department, DBJ
May 2011: Senior Vice President of Healthcare & Hospitality Industry Office, Corporate Finance Department, Division 4, DBJ
Apr. 2013: General Manager, Head of Corporate Finance Department, Division 6, DBJ
Feb. 2015: Audit & Supervisory Board Member, DBJ
June 2020: External Director, the Company (incumbent)
June 2020: Retired DBJ
June 2020: Chairman of the Board of Directors, Value Management Institute, Inc. (incumbent)

Reasons for selecting: Kurihara Mitsue has special knowledge and experience in the fields of finance, M&A, and business management, gained through her past involvement at Development Bank of Japan Inc., and now in management at Value Management Institute, Inc.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%); Nomination and Remuneration Committees in FY2024: 12/12 (100%)

External Director
(Independent Officer)

Kato Haruhiko

New Appointment

Apr. 1975: Joined the Ministry of Finance
July 2007: Director-General, Tax Bureau, Ministry of Finance
July 2009: Commissioner, National Tax Agency
July 2010: Retired
June 2011: President & CEO, Japan Securities Depository Center, Inc.
June 2013: External Director, TOYOTA MOTOR CORP.
Mar. 2014: Outside Director, Canon Inc.
June 2019: Full-Time Audit & Supervisory Board Member, TOYOTA MOTOR CORP.
June 2023: External Director, NICHICON CORPORATION (incumbent)
June 2024: Outside Director, Audit and Supervisory Committee Member, Asahi Broadcasting Group Holdings Corporation (incumbent)
June 2025: External Director, the Company (incumbent)

Reasons for selecting: Having served in key positions such as Director-General of the Tax Bureau of the Ministry of Finance and Commissioner of the National Tax Agency, and having been involved in corporate management as an officer of multiple companies, Kato Haruhiko possesses specialized knowledge and extensive experience in the fields of finance and management.
Attendance: –/– (–%)

Corporate Governance

Note 5: Oka Toshihiko assumed office in June 2025.
Note 6: The number of attendances by Furuta Shinji, Murase Momoko, and Yamagata Mitsumasa is for the Board of Directors and Audit and Supervisory Committee meetings held after taking office in June 2024.
Note 7: Nakagawa Seimei has been a member of the Nomination and Remuneration Committee since June 2024.
Note 8: The Company transitioned from a company with a board of auditors to a one with an Audit and Supervisory Committee as of the conclusion of the General Meeting of Shareholders held on June 26, 2024.

Director, Senior Audit and Supervisory Committee Member (full-time)

Furuta Shinji

Incumbent

Senior Audit and Supervisory Committee member (full-time)
Apr. 1983: Joined Chubu Electric Power
Apr. 2016: Executive Officer, General Manager of Mie Regional Office
Apr. 2018: Executive Officer, General Manager of Mie Regional Office, General Manager of Mie Regional Office of Power Network Company
Apr. 2020: Senior Managing Executive Officer, General Manager of Safety and Health Promotion Office, General Manager of Business Service Division
Apr. 2021: Senior Managing Executive Officer, General Manager of Secretarial Services Office and Safety and Health Promotion Office, General Manager of Business Service Division
Apr. 2024: Audit and Supervisory Officer
June 2024: Director, Senior Audit and Supervisory Committee Member (full-time) (incumbent)

Reasons for selecting: Having served as General Manager of the Mie Branch, General Manager of the Mie Regional Office of the Power Network Company, and General Manager of the Management Services Division, Furuta Shinji is well-versed in the Company's operations and has considerable knowledge of finance and accounting.
Attendance: The Board of Directors meetings in FY2024: 15/15 (100%); Audit and Supervisory Committee meetings in FY2024: 15/15 (100%)

Director, Audit and Supervisory Committee Member (full-time)

Oka Toshihiko

New Appointment

Audit and Supervisory Committee member (full-time)
Apr. 1986: Joined Chubu Electric Power
Apr. 2021: Director, Executive Vice President, Chubu Electric Power Grid Co., Inc.
Apr. 2023: Executive Officer, General Manager of the Kaizen Promotion Office, the Company, Supervisor of CKO*1
Apr. 2025: Audit and Supervisory Officer
June 2025: Director, Audit and Supervisory Committee Member (full-time) (incumbent)

Reasons for selecting: Oka Toshihiko has served as Executive Vice President of Chubu Electric Power Grid Co., Inc., General Manager of the Company's Kaizen Promotion Office, and Executive Officer in charge of audits, among other roles, and is well-versed in the Company's business.
Attendance: –/– (–%)

*1 Supervisor of CKO: Supervisor of Chief Kaizen Officer

External Director
Audit and Supervisory Committee Member
(Independent Officer)

Nakagawa Seimei

Incumbent

Attorney at law
Apr. 1984: Public Prosecutor, Tokyo District Public Prosecutors Office
Aug. 2010: Assistant Vice-Minister of Justice
Jan. 2012: Chief Public Prosecutor, Kochi District Public Prosecutors Office
Apr. 2013: Public Prosecutor, Supreme Public Prosecutors Office
Aug. 2014: Chief Public Prosecutor, Shizuoka District Public Prosecutors Office
Oct. 2015: Director, Public Security Department, Supreme Public Prosecutors Office
Sep. 2016: Director-General, Public Security Intelligence Agency
May 2020: Superintending Prosecutor, Nagoya High Public Prosecutors Office
Sep. 2021: Retired
Dec. 2021: Registered as lawyer
June 2023: External Auditor of Chubu Electric Power
June 2024: External director, Audit and Supervisory Committee Member of Chubu Electric Power (incumbent)

Reasons for selecting: Nakagawa Seimei experienced positions of significant responsibility, including Director-General, Public Security Intelligence Agency and Superintending Prosecutor of Nagoya High Public Prosecutors Office. He is expected to be capable of auditing the Company from a neutral and objective standpoint based on his abundant experience and advanced expertise in the legal profession.
Attendance: The Board of Directors meetings in FY2024: 18/18 (100%); Nomination and Remuneration Committees in FY2024: 10/10 (100%); The Board of Auditors meetings in FY2024: 8/8 (100%); Audit and Supervisory Committee meetings in FY2024: 15/15 (100%)

Selection of directors

To ensure fairness and transparency in the election of directors (including directors who are Audit and Supervisory Committee members), candidates undergo deliberations in the Personnel Committee consisting of the Chairman, President, other representative directors, and Senior Audit and Supervisory Committee members. Additionally, the Nomination and Remuneration Committee, which includes the President and independent external directors nominated by the President (including directors who are members of the Audit and Supervisory Committee), discusses these appointments. Final decisions are made by the Board of Directors. Furthermore, director candidates who are members of the Audit and Supervisory Committee must obtain the consent of this committee.

When selecting candidates for Director (including those who are Audit and Supervisory Committee Members), in addition to their character, insight, and experience, we assess whether they have the capability to address management issues, can earn the trust of stakeholders, and can manage in a way that contributes to enhancing corporate value. We also comprehensively consider diversity factors such as gender and international experience.

External directors and external corporate auditors

At Chubu Electric Power, seven external directors (including three external directors who are Audit and Supervisory Committee Members) are selected. All of our external directors retain a sufficient level of independence that meets the company's standards, and make the best use of their experiences and insight acquired through their respective careers to fulfill their supervisory and audit functions independent of the company's senior management. They also receive updated information on the current development and operational status of the company's internal control system, and meet all directors regularly to exchange opinions.

All of our external directors are registered as independent directors/auditors in all financial instruments exchanges on which the company is listed.

External Director
Audit and Supervisory Committee Member
(Independent Officer)

Murase Momoko

Incumbent

Attorney at law
Apr. 1996: Registered as an Attorney at Law, Joined Honmachi City Law Firm (formerly known as Tsutomu Saito Law Firm)
Dec. 2003: Retired from the above-mentioned firm
Jan. 2004: Partner lawyer, Hinoki Law Office (formerly known as Murase & Yazaki Integrated Law Firm) (incumbent)
June 2024: External director, Audit and Supervisory Committee Member of Chubu Electric Power (incumbent)

Reasons for selecting: Murase Momoko possesses expert knowledge and a wealth of experience as an attorney at law, and the Company expects her to carry out the function of auditing from the neutral and objective standpoint based on her point of view as an expert in law.
Attendance: The Board of Directors meetings in FY2024: 15/15 (100%); Audit and Supervisory Committee meetings in FY2024: 14/15 (93%)

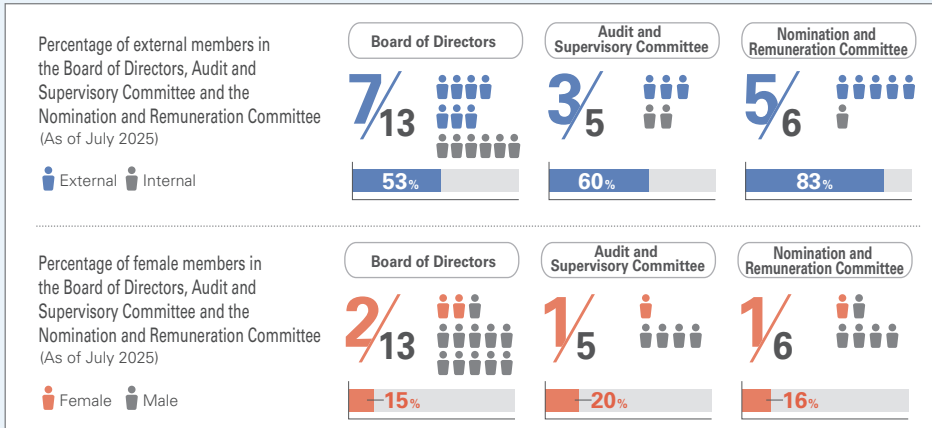
External Director
Audit and Supervisory Committee Member
(Independent Officer)

Yamagata Mitsumasa

Incumbent

President, Hydrogen Factory, TOYOTA MOTOR CORP.
Apr. 1995: Joined TOYOTA MOTOR CORP.
May 2013: General Manager, Engine Structure Design Dept. No. 1, Engine Design & Engineering Div.
Jan. 2018: Chief Engineer, Powertrain Product Planning Div., Powertrain Company
Jan. 2019: Field General Manager, Powertrain and System Development Field, Powertrain Company
Jan. 2020: Executive Vice President, Powertrain Company
Jan. 2022: President, Powertrain Company
July 2023: President, Hydrogen Factory (incumbent)
June 2024: External director, Audit and Supervisory Committee Member of Chubu Electric Power (incumbent)

Reasons for selecting: Yamagata Mitsumasa has held positions of significant responsibility, including President of Powertrain Company and President of Hydrogen Factory, TOYOTA MOTOR CORP. He is also Director of Commercial Japan Partnership Technologies Corporation amongst other positions. Therefore, he is expected to be capable of auditing the Company from a neutral and objective standpoint based on his abundant experience and advanced expertise.
Attendance: The Board of Directors meetings in FY2024: 15/15 (100%); Audit and Supervisory Committee meetings in FY2024: 15/15 (100%)



Corporate Governance

Composition of the Board of Directors

We determine the composition and scale of the Board of Directors upon comprehensively considering various management issues such as enhancing deliberations at the Board of Directors, quick management decision-making, director supervision functions, as well as the attainment of "fulfilling of our unwavering mission" of providing high-quality energy that considers the global environment in a safer, more affordable and more stable manner, and "creating new value" which provides new services that respond to changes in the business environment that are set forth in the Management Vision 2.0 and contributions to the realization of a carbon-free society while also considering the balance of knowledge, abilities, field of expertise, and practical experience of each director.

The expertise and experience required of Directors are disclosed as a skill matrix.

Through the consorted efforts of the director, we will deepen our ESG management and fulfill our CSR responsibilities in order to contribute to the sustainable development of the society together with our stakeholders.

Introduction of our newly appointed External Director: Kato Haruhiko

Kato Haruhiko has held key positions such as Director-General of the Tax Bureau of the Ministry of Finance and Commissioner of the National Tax Agency, and has been involved in corporate management as an officer of multiple companies. Based on his specialized knowledge and extensive experience in finance and management cultivated through this career, we expect him to make broad-ranging contributions to management strategies and the resolution of important issues, as well as to provide supervision from an independent standpoint.

● Skills matrix

Name	Position in the Company	Specialized expertise and experience required of Directors*1									● indicates primary reasons
		Corporate Management	Finance/ Accounting	Legal Affairs	Risk Management	Environment*2	Technology for Power Supply	DX/Business Development	Marketing	Global/ Diversity*3	
Katsuno Satoru	Chairman of the Board of Directors	●			●	●	●				- Experience as General Manager of Corporate Planning & Strategy Division (General Manager of Risk Management Department) - Member of national environment-related councils - Experience in power source and transmission/distribution planning, power generation and substation operations
Hayashi Kingo	President & Director	●			●	●			●		- Chairperson of the Company's Risk Management Committee - Chairperson of the Company's Zero Emissions Committee - Experience as President of the Customer Service & Sales Company
Nabeta Kazuhiro	Director, Executive Vice President				●	●	●	●			- Experience as General Manager of Corporate Planning & Strategy Division (General Manager of Risk Management Department) - Member of environment-related committees of industry organizations - Experience in power source and transmission/distribution planning, power generation and substation operations, and technology development - CIO
Hayami Toshihiro	Director, Senior Managing Executive Officer		●								- General Manager of Corporate Administration Department (including Accounting Department), CFO
Hashimoto Takayuki Independent Officer	External Director	●			●			●		●	- Experience as a corporate executive at another company - Experience as an executive at an IT company - Overseas work experience (employment at a U.S. corporation)
Shimao Tadashi Independent Officer	External Director	●			●				●	●	- Experience as corporate executive at other companies - Experience as General Manager of Sales and General Manager of Corporate Planning at other companies - Overseas work experience (stationed in the U.S.)
Kurihara Mitsue Independent Officer	External Director	●	●			●				●	- Experience as corporate executive at other companies / financial institutions - Experience as Chairperson of environment-related committees of economic organizations, and as a member of national environment-related subcommittees - Overseas research experience (dispatched to the U.S.)
Kato Haruhiko Independent Officer	External Director	●	●		●						- Experience as corporate executive at other companies - Experience at Ministry of Finance - Experience as full-time Audit & Supervisory Board Member at other companies
Furuta Shinji	Director, Senior Audit and Supervisory Committee Member (full-time)	●	●		●						- Experience as President of a subsidiary of the Company - Experience as General Manager of Management Services Division (including Accounting Department) - Director (Audit and Supervisory Committee Member)
Oka Toshihiko	Director, Audit and Supervisory Committee Member (full-time)				●	●	●				- Executive Officer in charge of audits - Experience in transmission/distribution planning and power distribution
Nakagawa Seimei Independent Officer	External Director, Audit and Supervisory Committee Member			●	●					●	- Attorney at law (former public prosecutor) - Director, Audit and Supervisory Committee Member - Experience in interaction with overseas government and investigative agencies
Murase Momoko Independent Officer	External Director, Audit and Supervisory Committee Member			●	●					●	- Attorney at law - Director, Audit and Supervisory Committee Member
Yamagata Mitsumasa Independent Officer	External Director, Audit and Supervisory Committee Member				●	●					- Director, Audit and Supervisory Committee Member - Head of hydrogen-related division at other company

*1 The foregoing table shows up to four major expertise and experience of each person so that the table is not an exhaustive list of his/her expertise and experience.

*2 Refers to expertise and experience related to environmental policy, technologies contributing to reducing environmental impact, etc.

*3 Refers to diversity, including gender and international experience.

Corporate Governance

Assessing the effectiveness of the Board of Directors

Assessing the effectiveness of the Board of Directors (Japanese version only)

The Company conducts an annual evaluation of the effectiveness of the Board of Directors, and continuously works to improve its effectiveness by addressing issues identified through analysis and evaluation. In FY2024, based on dialogue with capital market participants, we engaged a third-party institution and enhanced the effectiveness of the Board of Directors by facilitating active discussions based on objective analysis and evaluation.

1. Evaluation Method

In the FY2024 evaluation of the effectiveness of the Board of Directors, we engaged a third-party institution and conducted the evaluation using the following methods:

(1) Conducted a questionnaire survey of all Directors (including Directors who are Audit and Supervisory Committee members)
(2) Discussed the results of the questionnaire among all Directors (including Directors who are Audit and Supervisory Committee members)
(3) Confirmed effectiveness at the Board of Directors based on the results of the discussions

In preparing the questionnaire, we incorporated more objective evaluation items based on the third-party institution's insights into governance trends and investor concerns, as well as its prior review of Board meeting materials, and established evaluation items considering the purpose of transitioning to a Company with an Audit and Supervisory Committee, with advice from the third-party institution from the perspective of resolving management issues.

The Company has decided to transition to a company with an Audit and Supervisory Committee based on repeated discussions at the Board of Directors and opinion exchange meetings (attended by all Directors, including those who are Audit and Supervisory Committee Members), recognizing that achieving both agile decision-making and more advanced governance is more important than ever in order to realize the vision of the Group, and that further deepening the separation of execution and supervision is necessary.

(Evaluation Items)

- Opinions on the transition of governance structure (review of the first year of transition)
- Role of the Board of Directors (broad discussions, supervisory function, delegation of authority, etc.)
- Operation of the Board of Directors (frequency and length of meetings, explanatory materials, agenda setting, etc.)
- Discussions at the Board of Directors (content of discussions on medium- to long-term strategy, business portfolio review, risk management, compliance, sustainability, etc.)
- Support system for Directors (creating opportunities to gain overseas insights, on-site inspections, etc.)
- Composition of the Board of Directors (skills, experience, number of members, etc.)
- Accountability of the Board of Directors (adequacy of management discussions with awareness of investor dialogue, capital cost, etc.)
- Assessment of the evaluation of the effectiveness of the Board of Directors

2. Overview of Evaluation Results

The evaluation of the effectiveness of the Board of Directors for FY2024 confirmed that the Board is functioning appropriately and that its effectiveness is ensured.

According to analysis by an independent third-party organization of questionnaire responses and other data, the Board of Directors has increased opportunities for discussion on matters such as management policy and strategies, including decarbonization, and the recent transition to a company with an Audit and Supervisory Committee has led to more effective operation. In particular, the following points received high evaluation:

- In the transition to a company with an Audit and Supervisory Committee, repeated discussions were held on the role of the Board of Directors and the direction it should aim for going forward, resulting in a shared understanding among Directors (including Directors who are Audit and Supervisory Committee members).
- Support is in place to enable External Directors (including Directors who are Audit and Supervisory Committee members) to deepen their understanding of the business—an essential element in exercising their supervisory function in combination with their own knowledge and experience.

3. Status of Initiatives to Improve the Effectiveness of the Board of Directors

In response to the issues identified in the FY2023 evaluation, the following initiatives were implemented. Additionally, based on questionnaire ratings and free-form responses, the third-party organization pointed out that there is room for further improvement in effectiveness through discussions on delegation of authority in light of the advancement of the executive side's check-and-balance function, as well as consideration of optimal supervision methods and agenda setting based on the focus of supervision. Based on discussions in light of these third-party observations, the Board of Directors will implement the following initiatives in FY2025.

Direction Aimed for by the Board of Directors	Issues Identified in the FY2023 Effectiveness Analysis and Evaluation	Accomplishments in FY2024	Issues Identified in the FY2024 Effectiveness Analysis and Evaluation	FY2025 Policy
Focused Deliberation on Management Policies and Strategy Planning, etc.	Create opportunities to acquire the latest knowledge, including overseas, in order to enhance deliberations on management policy and strategy formulation, etc.	Opportunities to Acquire Knowledge To deepen our understanding of capital market expectations for the Company and to draw on advanced overseas examples, we held discussions with experts and conducted overseas site visits. This was done to enhance our deliberations on management policy and strategy formulation.	Further delegation of authority toward focused deliberation on management policy, management strategy, etc.	To realize the vision set forth in Management Vision 2.0, and with the aim of focusing even more on deliberations on management policy and strategy formulation, etc., while utilizing the insights of External Directors at Board meetings, hold discussions to further delegate authority to the executive side for resolutions on individual matters under the annual plan.
	Strengthen the supervisory functions of the Board of Directors by deepening the separation of execution and supervision.	Delegation of Authority Advanced the delegation of authority to the executive side by setting appropriate decision-making levels, thereby further advancing the separation of execution and supervision and securing more time for strategic discussions.		
Strengthening the Supervisory Function over Business Execution		Composition By granting voting rights at Board of Directors meetings to Directors who are Audit and Supervisory Committee Members, we have strengthened the effectiveness of the supervisory function.	Enhance monitoring to strengthen the supervisory function over business execution.	To strengthen the supervisory function over business execution, enhance monitoring using management indicators, including ROIC, and secure more time for discussions on monitoring by reviewing agendas of the Board of Directors and others.

Corporate Governance

Key opinions from discussions among all Directors (including Directors who are Audit and Supervisory Committee Members) are as follows:

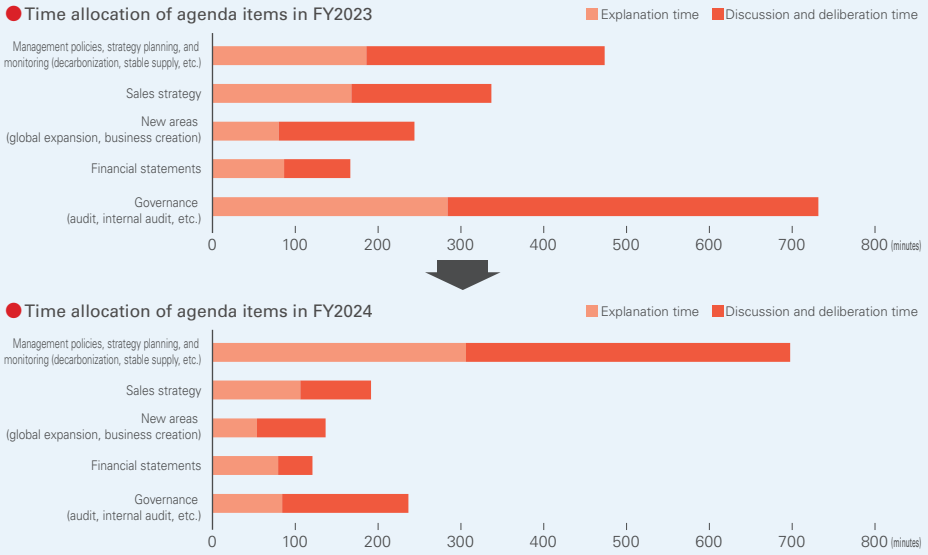
- Along with further delegation of authority, it is necessary to use the time generated by such delegation to enhance discussions aimed at accelerating profit growth, such as through promotion of asset replacement and the creation of an optimal business portfolio.
- The effectiveness evaluation of the Board of Directors was considered to have been further deepened through a third-party evaluation. Along with the delegation of authority, it is necessary to enhance reporting on monitoring in order to further strengthen the supervisory function.

Based on the results of this Board effectiveness evaluation, the Company will continue efforts to improve the effectiveness of the Board of Directors and pursue sustainable growth and enhancement of corporate value over the medium to long term.

Changes in Board Discussion Time Due to Organizational Transition

As a result of advancing delegation of authority, discussion and deliberation time for individual agenda items such as "Sales Strategy" and "New Areas" has decreased, while discussion and deliberation time for "Management Policy" and "Strategy Planning," including decarbonization, which are objectives of the transition to a company with an Audit and Supervisory Committee, has increased significantly.

* With respect to "Governance," discussion and deliberation time in FY2023 increased compared to usual years due to responses to a surcharge payment order under the Antimonopoly Act from the Japan Fair Trade Commission, among other matters.



Board of Directors Agenda

Main topics for deliberation (FY2024)

- Items for resolution at the General Meeting of Shareholders
- Formulation of the Chubu Electric Power Group Management Plan
- Appointment of Officers
- Investment in decarbonization-related businesses
- Approval of financial statements
- Revision of corporate philosophy

Main Resolutions in the Board of Directors (FY2024) (Japanese version only)

Policy on Training for Directors (Including Directors Who Are Audit and Supervisory Committee Members)

Chubu Electric Power provides training in management, accounting and finance, legal affairs, and other areas to newly appointed corporate directors (including directors who are Audit and Supervisory Committee members), and periodically organizes events such as presentations given by attorneys, CSR seminars spearheaded by experts, and other learning opportunities.

Newly appointed external directors (including directors who are Audit and Supervisory Committee members) receive briefings on management policies, business issues, and other aspects unique to Chubu Electric Power. And, after assuming their new positions, they visit the Company and Group's important facilities and receive briefings from departments on their operations in order to deepen their understanding of Chubu Electric Power's business and operations.

Activities of the Audit and Supervisory Committee

The Audit and Supervisory Committee conducts audits based on the audit plan, focusing on confirming adherence to the principle of sound management judgment and monitoring and verifying the internal control system, in order to fulfill its duties entrusted by shareholders. In conducting audits, the Committee places importance on on-site verification and the use of data, and continues to coordinate with the Internal Audit Office and the Accounting Auditor to enhance audit effectiveness.

Outline of Main Audit Activities

- Attendance at important meetings
- Hearing reports from Directors and others on the status of business execution
- Exchange of opinions with the President and Representative Director
- Exchange of opinions with External Directors
- Inspection of important documents
- Examination of operations and assets at major business sites
- Hearings from the Internal Audit Office
- Hearings from the Accounting Auditor, etc.

Audit Items in the FY2024 Audit Plan

- Compliance with the Antimonopoly Act and conduct regulations, among other compliance initiatives
- Implementation of safety and health promotion measures
- Governance and support for Group companies
- Initiatives toward restarting Hamaoka Nuclear Power Station
- Initiatives toward achieving management targets
- Expansion of profits in new growth fields
- Initiatives for decarbonization
- Governance of JERA, etc.

Audit and Supervisory Committee Members also attend the Board of Directors and the Management Executive Committee, as well as the following risk management–related committees, to confirm the status of the Company's risk management and provide recommendations and advice.

Risk Management–Related Committees and Activities	Content
Risk Management Committee	Deliberates and reports on important matters related to risk and determines policies for risk response.
CSR Committee	Discusses basic policies, key issues, and medium-term directions for promoting CSR, including sustainability.
Zero Emissions Committee	Sets medium- to long-term targets for Chubu Electric Power, operating companies, and Group companies toward decarbonization, and formulates and evaluates action plans to achieve these targets.
Compliance Committee	Deliberates policies and measures to promote compliance in the Company Group, and conducts investigations and deliberations to clarify facts related to compliance.
Target Setting & Monitoring Committee	Discusses the effectiveness of management strategies and progress toward targets.

Corporate Governance

Director remuneration

Directors' (excluding directors who are Audit and Supervisory Committee members) remuneration consists of monthly remuneration, performance-based bonus (short-term incentive remuneration) and performance-based stock remuneration (medium- to long-term incentive remuneration) with the aim of raising awareness of contributing to improvements in the Chubu Electric Power Group's business performance and increases in its corporate value. The total amount of remuneration is set at the medium level of the total remuneration for corporate officers at other listed companies when management targets are achieved. External directors and directors who are members of the Audit and Supervisory Committee receive monthly remuneration and stock-based incentives designed to strengthen their oversight of management from an independent perspective and foster their contribution to the medium to long-term enhancement of corporate value within the Group.

Performance-linked bonuses are set with consolidated ordinary income, the management target, as the indicator. In addition, along with the status and results of priority measures, these bonuses for the Chairman and President are determined based on consolidated net income and for other Directors these are determined giving consideration to such factors as the performance of each director individually and of the respective departments of which they are in charge.

Stock remuneration consists of fixed points determined according to position and performance-linked points that are linked to business performance. However, remuneration for external directors and directors who are members of the Audit and Supervisory Committee is based solely on position-based fixed points, reflecting their respective responsibilities. Performance-based points shall be determined every four fiscal years based on the degree of attainment of consolidated ordinary income targets and the results of medium- and long-term priority measures.

A fixed percentage of the position-based fixed points granted each fiscal year, and the performance-linked points determined every four fiscal years, are converted into one share of the Company's common stock per point and granted. However, the shares granted while in office are subject to restrictions on transfer, creation of security interests, and other dispositions from the grant date until retirement.

Matters related to individual remuneration of Directors (excluding those who are Audit and Supervisory Committee Members) are decided by the President, who has been delegated such authority by the Board of Directors, following deliberations at the Personnel Affairs Committee, which is composed of the Chairman, President, other Representative Directors, and the Senior Audit and Supervisory Committee Member, and at the Nomination and Remuneration Committee, which is composed of the President and Independent External Directors (including those who are Audit and Supervisory Committee Members) nominated by the President. For Directors who are Audit and Supervisory Committee Members, decisions are made through deliberations among all such members.

In case of significant misconduct or violations by a Director, we may demand partial or complete repayment of remuneration already paid (performance-linked bonuses and stock remuneration including the free acquisition by the Company of shares with transfer restrictions) from the Director concerned.

Policy on Composition of Remuneration

		Monthly remuneration	Performance-linked bonus	Stock remuneration
Corporate directors (excluding Directors who are Audit and Supervisory Committee members)	Executive Officers with Concurrent Roles	Approx. 50%	Approx. 25%	Approx. 25%
	Executive Officers without Concurrent Roles	Approx. 60%	Approx. 20%	Approx. 20%
External Directors and Audit and Supervisory Committee Members		Approx. 90%	—	Approx. 10%

Remuneration limit determined by a resolution by the General Meeting of Shareholders

[Directors]
◎ Monthly remuneration and performance-linked bonuses: annual total of 800 million yen (including 120 million yen for External Directors)
◎ Stock remuneration: 900 million yen every four fiscal years (including 40 million yen for External Directors)

[Audit and Supervisory Committee Members]
◎ Monthly compensation: annual total of 220 million yen
◎ Stock remuneration: 80 million yen every four fiscal years

Overview of the remuneration system for Internal Directors (excluding Directors who are Audit & Supervisory Committee Members)

Remuneration type	Composition ratio*	Overview					
Monthly remuneration	50% (60%)	Fixed remuneration					
Performance-linked bonus (short-term incentive remuneration) Subject to clawback	25% (20%)	Payment indicators			Composition ratio: President & Chairperson	Composition ratio: Others	Range of variation in payment
		Consolidated ordinary income (excluding time-lag) (President & Chairperson also consider consolidated net income for the year)			90%	65%	0 to 150%
		Progress and results of priority measures			10%	10%	0 to 150%
		Breakdown (1) Evaluation of initiatives in strategic investment areas			[5%]	[5%]	[0 to 150%]
		(2) Evaluation related to ESG (achievement of material issues targets)			[5%]	[5%]	[0 to 150%]
		Individual performance evaluation of each officer			—	25%	50 to 150%
Stock remuneration (medium-term incentive remuneration) Subject to clawback	25% (20%)	Components	Timing of granting of restricted stock	Timing of lifting of transfer restrictions	Payment indicators	Composition ratio	Range of variation in payment
		Position-based fixed	Every fiscal year	Upon retirement	Consolidated ordinary income (excluding time-lag)	50%	0 or 100%
		Performance-linked	At the end of medium-term management target term		Consolidated ordinary income (excluding time-lag)	20%	0 to 140%
					CO_2 emission	20%	0 or 100%
					TSR (relative ranking among peer companies)	10%	0 to 150%

* The composition ratio assumes achievement of management targets; all ratios are approximate. Figures in parentheses indicate the ratios applied to Directors who do not concurrently serve as Executive Officers.

Total amount of remunerations, etc., by director category and the number of directors (FY2024)

Category	Total remuneration (millions of yen)	Amount by type of remuneration (millions of yen)			Number of eligible officers
		Monthly remuneration	Performance-linked bonus	Stock remuneration	
Corporate directors (excluding Directors who are Audit and Supervisory Committee members)	402	205	103	93	6
Corporate directors who are Audit and Supervisory Committee members	63	58	—	5	2
Corporate Auditors (excluding external auditors)	19	19	—	—	2
External board members	112	107	—	5	9

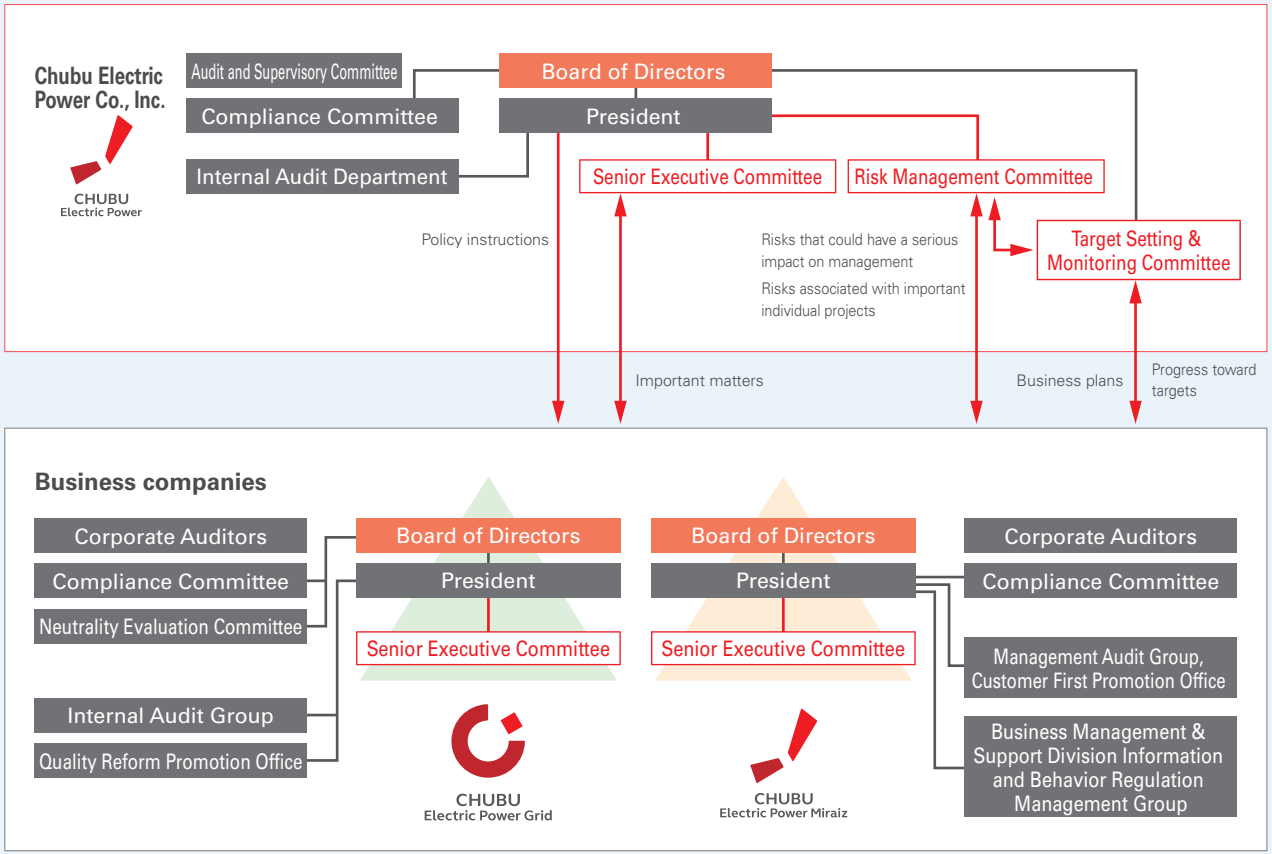
Operating Company Governance Structure

Each operating company believes it is important to autonomously and flexibly respond to various environmental changes by leveraging their own strengths, thereby maintaining and improving profits and creating new value within their respective business areas. Meanwhile, Chubu Electric Power, as the parent company, plays a coordinating and controlling role, contributing to value enhancement from the perspective of optimizing the entire Group.

Governance Structures of Chubu Electric Power Grid and Chubu Electric Power Miraiz

Chubu Electric Power and its operating companies have individually established governance structures consisting of the Board of Directors, Senior Executive Committee, and Audit and Supervisory Committee / Corporate Auditors.

In addition, we have established a framework to ensure effective governance primarily by promptly assessing any events significantly impacting Group management and reporting them to Chubu Electric Power's Audit and Supervisory Committee Members and the Senior Executive Committee.



Management of risks associated with individual projects, such as investments

Chubu Electric Power seeks to optimize the management though respecting each operating company's autonomous operations by instructions on plan formulation policies and progress management with regard to the achievement of targets and monitoring that focuses on the integrated management of risks, and thereby aims to maximize the value of the group as a whole.

Plan formation

◎ Chubu Electric Power determines management strategies and the allocation of management resources at the Board of Directors and instructs each operating company about its roles.
◎ Each operating company independently formulates and resolves on its business plans, KGI and KPI based on its roles.

Monitoring

◎ Chubu Electric Power monitors the effectiveness of strategies and progresses toward targets quarterly at the Target Setting & Monitoring Committee chaired by the President. (Reporting to the Board of Directors about every six months) Strategies may be revised in a flexible manner in accordance with business characteristics.
◎ Changes in risks that could have a serious impact on management and risks associated with individual important projects are evaluated, and if there is a significant change, countermeasures and policies will be deliberated.

Governance over JERA to increase corporate value

To support JERA's autonomous management and steady, sustainable corporate value enhancement, we provide appropriate support and supervision as a shareholder.

This includes executive-level dialogue during shareholder visits to JERA and quarterly monitoring of JERA, ensuring appropriate confirmation of responses to management challenges and business opportunities considering the external environment surrounding JERA, as well as the risks associated with each business (such as fuel trading etc.).

Ensuring Compliance Management

Hasegawa Satoshi

Senior Managing Executive Officer, General Manager of Compliance Division, Chief Compliance Officer (CCO)

Further promoting compliance throughout our Group

For our Group, the trust of stakeholders—including customers, shareholders, local communities, and business partners—is the most vital foundation for conducting business. To remain a company that continues to be chosen by all, we hold fast to our commitment to the principle that "Without compliance, there is no trust, and without trust, there is no growth," and actively promote compliance throughout the entire Group.

In April 2024, we established a new Compliance Division within the Company as part of this commitment to strengthen our legal and compliance functions. This move is aimed at ensuring appropriate management of legal risks and enabling swift and accurate responses when improper incidents occur. We are also focusing on efforts to eliminate harassment, so that every employee can feel pride and fulfillment in their work and fully demonstrate their individual abilities.

We will continue encouraging each and every employee to see compliance as a personal responsibility, to continuously update their awareness, and to practice compliance at a consistently high level, thereby striving to be a company trusted by all.

Compliance Promotion System

Compliance Promotion System Group Initiatives

Under the Board of Directors, we established the Compliance Committee and through this structure matters deliberated at this committee are reported to the Board of Directors.

Furthermore, we have appointed a Chief Compliance Officer (CCO) as the person responsible for promoting compliance throughout the entire Chubu Electric Power Group.

Under the oversight of the Chubu Electric Power Group Compliance Committee, made up of top management of the Group companies, the Chubu Electric Power Group is promoting compliance within the entire Group by having each Group company introduce their own compliance promotion systems to undertake enlightenment activities.

Main initiatives

● Legal risk management initiatives

We have established a dedicated unit within the Compliance Division to conduct legal risk management. Together with external attorneys who possess specialized expertise in areas such as governance and the Antimonopoly Act, we provide counseling to business departments. Building on this, we are working together with each department to implement initiatives aimed at mitigating the identified legal risks.

● Initiatives for complying with the Antimonopoly Act

In addition to steadily implementing various measures based on compliance reinforcement strategies, we are continuously working to improve these initiatives by incorporating evaluations and recommendations from external attorneys. In particular, to prevent complacency and ensure sustained awareness, we have designated October as the Antimonopoly Compliance Emphasis Month, during which we conduct company-wide awareness and educational activities such as lectures by external attorneys.

● Anti-bribery and anti-corruption initiatives and initiatives to secure tax transparency

The Chubu Electric Power Group established the Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy based on the Chubu Electric Power Group Basic Compliance Policy. Targeting all executives and employees working in the Chubu Electric Power Group, this policy prohibits all forms of corruption beginning with bribery, embezzlement, betrayal of trust, unfair or unreasonable provision or receipt of entertainment or gifts, collusion with specific persons, unfair preferential treatment of specific persons, and inappropriate expenditure of donations and political contributions. In accordance with this policy, we provide education to all executives and employees (including part-timers and temporary employees) of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz while making explanations via FAQs (frequently asked questions) to deepen their understanding. Furthermore, based on this policy, we have created Guidelines for Giving and Receiving Money and Goods. In accordance with these guidelines, we confirm whether executives and employees of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz have received inappropriate money or gifts and regularly report on this to the Compliance Committee.

Regarding the prevention of bribery of foreign public officials, we have created and comply with internal regulations that prohibit all types of bribery (including facilitation payments*), with the aim of preventing bribery throughout the entire Chubu Electric Power Group. Furthermore, Chubu Electric Power regularly convenes the Committee for the Prevention of Bribes to Foreign Public Officials, with the vice chairman of the Chubu Electric Power Compliance Committee serving as committee chief as we build and operate a system to prevent bribery.

As to the efforts to ensure tax transparency, we have formulated the Chubu Electric Power Group Tax Policy with the aim of permeating awareness of tax compliance throughout the Chubu Electric Power Group and to further improve governance.

*Payments of small amounts to facilitate procedures related to regular administrative services

Annual inspection results of thorough compliance measures (Japanese version only) Chubu Electric Power Group Basic Compliance Policy
Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy System for prevention of bribes to foreign public officials Chubu Electric Power Group Tax Policy

Ensuring Compliance Management

Helplines—Points of Contact for Compliance Queries

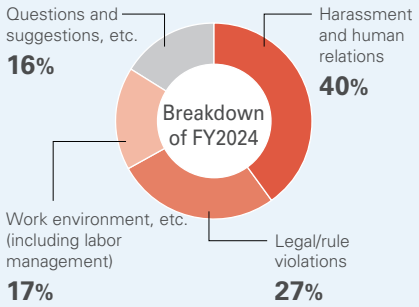
We set up respective Helplines and Chuden Group/Joint Helplines both internally and at Group companies for executives, employees, temporary employees, officers and workers of business partners, and for related retirees. These helplines aim at preventing illegal, unfair, and unethical acts, including corruption such as excessive entertainment, gift giving, power harassment, sexual harassment etc., and ensure compliance. The Helplines and the Chuden Group/Joint Helplines have set up consultation desks both inside and outside the Company (outside consultation desks are handled by outside lawyers). These offer multiple methods of consultation, including e-mail, dedicated phone lines, letters, and face-to-face meetings (available 24 hours a day, except for dedicated phone lines and face-to-face meetings). The helplines can also be used anonymously.

To raise awareness of consultation hotlines and enhance employee confidence in using them, we are conducting awareness-raising activities through internal intranet announcements and the distribution of portable cards.

In addition, each Group company strives to enhance its consultation system by establishing its own consultation desk.

●Number of consultations in FY2024

124[*1]



*1 There were zero serious compliance violations (including violations of the Antimonopoly Act and bribery).

Ensuring Compliance Management Chubu Electric Power Initiatives

Protection of consulters and prohibition of disadvantageous treatment

The Helplines and the Chuden Group/Joint Helplines function as internal whistleblowing contact points as prescribed in the Whistleblower Protection Act and persons involved with contact points have an obligation to maintain confidentiality under this law. Furthermore, our internal regulations stipulate confidentiality obligations for involved parties and prohibit any disadvantageous treatment of consulters. In the event of any violation, disciplinary action may be taken, thereby thoroughly ensuring the protection of consulters.

Consultation flow

When receiving a consultation case, the Secretariat of the Compliance Committee, which serves as the contact point for consultations, investigates the facts, determines a response policy, takes the necessary actions, and provides a response to the consulter. Regarding post-consultation responses, we appropriately confirm whether or not there is any disadvantageous treatment of the consulter and take necessary measures.

Upon deleting the consulter's information, all consultations are promptly reported after the event to the Compliance Committee and approval of details is received. In addition, important matters are consulted on in advance with the Compliance Committee and are handled in accordance with decisions by the Chairman. In the event of a compliance violation, we take appropriate measures such as correcting the violation, implementing measures to prevent recurrence, and taking disciplinary action against the perpetrator.

●Flow of helpline response

1. Receive consultation
2. Determine the investigation policy
3. Investigate (inquire with relevant parties about facts and views as necessary)
4. Determine response policy based on investigation results
5. Implement response
6. Respond to the consulter[*2]
7. Confirmation after response

*2 Additionally, if necessary, we will report progress and confirm intentions to the consulter at each stage.

Publication of consultation cases

From the perspective of preventing recurrences and raising compliance awareness, after deleting the consulter's information, on the Company intranet we publish a summary of the details of the consultations that are deemed desirable for horizontal deployment across the entire Company or related departments.

Main Activities in FY2024

Main Activities

[Communicating messages from management]

- The President and CCO communicate messages on compliance to all executives and employees[*3].
- A message from the CCO regarding compliance with the Antimonopoly Act was communicated to all executives and employees[*3].

[Publicize the Helpline]

An animated video aimed at raising awareness of the Helpline and promoting confidence in its use was produced and posted on the Company's internal intranet.

*3 Including part-timers and temporary employees

[Implementation of various types of education]

- Level-specific training
  We implemented compliance training for new employees, newly appointed senior staff, executives, and managers.
- Training for all executives and employees[*3]
  We conducted basic compliance training and Antimonopoly Act education (e-learning). The training included explanations of the Chubu Electric Power Group Basic Compliance Policy, Anti-Bribery and Anti-Corruption Policy, Tax Policy, and an overview of the helpline service and how to use it.
- Training for helpline operators
  We conducted training to enhance the response capabilities of helpline operators across Group companies.

[Implementation of various types of seminars]

- A harassment prevention seminar was held by an external attorney for managers and compliance officers of the Company and Group companies.
- A seminar by an external attorney was conducted for compliance officers of the Company and Group companies, covering the latest practical trends in various laws related to the protection of workers, suppliers, and business partners.
- A recorded seminar was distributed to all executives and employees[*3], delivered by an external attorney, explaining the key concepts of the Antimonopoly Act, such as unfair trade practices, private monopolization, and abuse of superior bargaining position.

Risk Management

Risk management in the Company should be conducted in an integrated manner with business execution, rather than separately from business execution for its own purposes.

For this reason, we conduct risk management also through the formulation cycle of corporate management plans as well as business plans of each business execution department. In this manner, we make sure that risk management is conducted properly to help the Group achieve continuous and stable business development.

Risk Management

Management of risks that could have a serious impact on the company

At Chubu Electric Power, the president of each company and the general manager of each department in the headquarters are responsible for the management of business execution risks as risk owners. Among such risks, risks with a significant impact on management are regularly reported to the Risk Management Department.

The Risk Management Department reports to the Risk Management Committee chaired by the President, which includes Executive Vice Presidents and Senior Executive Officers on risks that are managed in an integrated manner from the perspective of the entire company based on the reports from the risk owners. The risk response policy is deliberated and decided by the President at the Risk Management Committee and the risk owners reflect the response policy in their annual management plans and risk countermeasures.

With respect to the risks involving Group companies, each company understands and assesses its risks, and those that are deemed to have a serious effect on management will be deliberated upon and reported regularly together with management measures to Chubu Electric Power.

The presidents of Chubu Electric Power Grid Co., Inc. and Chubu Electric Power Miraiz Co., Inc. act also as risk owners mentioned above.

Risk management organization

Creating Business Continuity Plans

Risk Map

Risk management flow

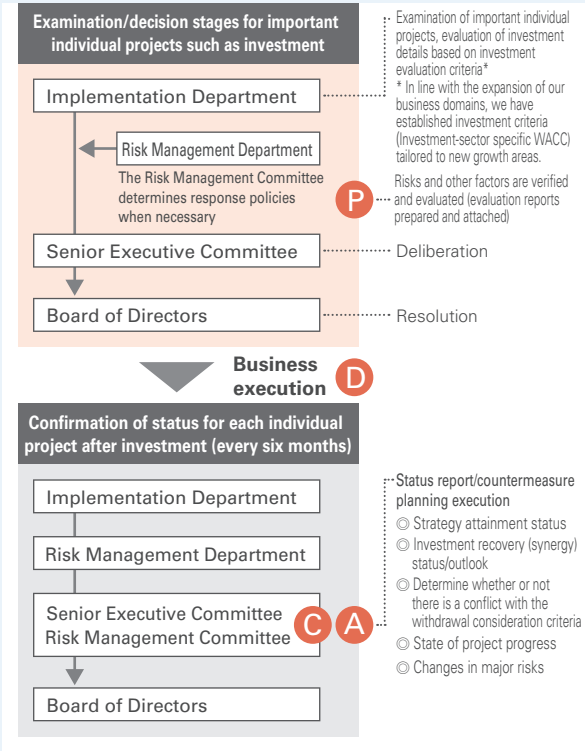
Risk identification	The president of each company and the general manager of each department in the headquarters are responsible for the identification of business execution risks as risk owners
Integrated risk management Deliberation and decision on risk mitigation policies	• The risk management department identifies and assesses risks that could have serious effects on management in an integrated manner • The Risk Management Committee deliberates on risk mitigation policies and the president makes the final decision. (P)
Development and implementation of risk mitigation measures (business execution)	Risk mitigation policies are reflected in business plans and risk mitigation measures for execution (D)
Monitoring	• Quarterly identification and assessment of changes in risks • Risk mitigation policies are deliberated and reflected in risk mitigation measures as necessary (C) (A)

Business and Other Risks ▶P97

Management of risks associated with individual projects, such as investments

Regarding individual projects such as investments, risks are properly managed through risk evaluation at the time of decision-making by the Risk Management Department and through regular review of the status and countermeasure instructions by the Senior Executive Committee, the Risk Management Committee and the Board of Directors following the execution of these investments.

Flow of risk management and review of the status of important individual projects such as investments



Initiatives to Strengthen Cybersecurity

Strengthening cybersecurity to protect stable electricity supply and personal information

Amid increasing cyberattacks targeting critical infrastructure operators and rising supply chain risks, we have implemented a 24/7, year-round monitoring system (SOC*1) and established an advanced incident response team (CHUDEN-CSIRT*2) to safeguard our information and control systems.

We are strongly prioritizing development of an information security management system and nurturing skilled security professionals, while continuously updating our measures based on industry-standard risk assessments.

We also prioritize compliance with the Economic Security Promotion Act, considering future international developments, and collaborate closely with industry organizations such as the Japan Electricity ISAC*3 and local businesses.

Recognizing that cybersecurity has a vital role in strengthening the Company's long-term competitive advantage, we will continue to reinforce our cybersecurity initiatives.

*1 SOC: Security Operation Center
*2 CSIRT: Computer Security Incident Response Team
*3 ISAC: Information Sharing and Analysis Center

The Chubu Electric Power Group is leveraging the latest digital technologies to deliver services that meet customer expectations and create new value in response to evolving trends. Simultaneously, in response to escalating cyberattacks each year and to ensure stable power supply and protect personal information, we are intensifying our efforts in cybersecurity.

Basic policy

Chubu Electric Power will contribute to the realization of a safe and secure society by working to properly manage systems, which includes the stable operation of information and power control systems as well as the protection of customers' personal information. In particular, Chubu Electric Power will place priority on the following four points.

[Legal compliance]

We comply with relevant laws such as the Act on the Protection of Personal Information, the Act on Prohibition of Unauthorized Computer Access, and the Economic Security Promotion Act, as well as other necessary laws related to our business operations.

Moreover, we conduct industry-standard risk assessments and implement a PDCA cycle to establish response policies.

[Information management and protection]

We appropriately manage and protect the information we hold in terms of confidentiality, integrity, and availability by implementing defense and detection systems that utilize the latest technologies.

In addition, we are enhancing our information security measures both technically and operationally. This includes system maintenance through collection and analysis of vulnerability information, countermeasures for supply chain risks involving business partners, and measures to prevent internal misconduct.

[Education]

We continuously provide education on security measures that the Group should undertake to all executives and employees of the company and Group companies to raise awareness.

Moreover, we provide specialized security education and training to security personnel, and we are also fostering talent by dispatching them for long-term training at professional security institutions.

[Establishment of system]

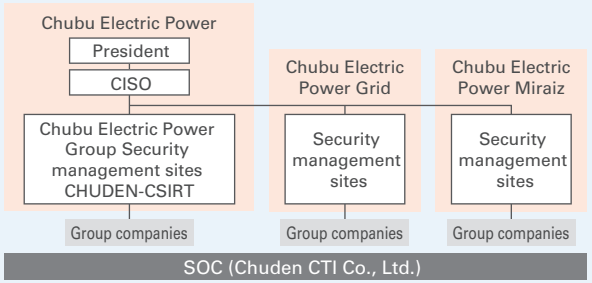
Chubu Electric Power has established a centralized security management department for the entire Group, and each business entity oversees respective Group companies to build an integrated management system. We are working to effectively and efficiently maintain and improve security levels across the entire Group.

Our Chief Information Security Officer (CISO), with a background in information-related departments, oversees and supervises cybersecurity in collaboration with the Chief Information Officer (CIO).

To enhance coordination and control of initiatives across all companies, we have set up the DX Committee chaired by the CIO, which regularly discusses specific DX and IT initiatives, including cybersecurity.

Our Internal Audit Office regularly assesses the effectiveness of our security management system.

The SOC, operated by Chuden CTI, monitors the entire Group and, in the event of an incident—including those recognized by employees—initiates emergency responses centered around CUDEN-CSIRT under the supervision of the CISO.



Ten-Year Operating Statistics

Electrical Energy Sold

(GWh)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Low voltage	38,219	38,773	38,787	36,371	34,628	33,877	32,586	30,583	30,365	31,274
High voltage/Extra-high voltage	83,748	83,048	82,644	81,886	82,618	76,852	76,346	71,846	73,436	76,590
Total Electrical Energy Sold	121,967	121,821	121,431	118,257	117,246	110,729	108,932	102,429	103,801	107,864
Reference (1): Electrical Energy Sold including group companies*1	123,166	124,168	125,309	123,602	122,542	117,145	117,821	113,003	111,149	117,281
Reference (2): Electrical Energy Sold to other companies*2	4,065	6,234	7,872	11,060	4,453	8,040	11,328	11,345	11,762	21,487

Note: Chubu Electric Power Miraiz Co., Inc. succeeded Chubu Electric Power's retail electricity business on April 1, 2020. Accordingly, the sum of Chubu Electric Power Miraiz Co., Inc., accounted for under the equity method.
*1 From FY2020, the sum of Chubu Electric Power Miraiz Co., Inc., consolidated subsidiaries, and affiliates accounted for under the equity method excluding electrical energy sold within the group.
*2 From FY2020, the sum of Chubu Electric Power Miraiz Co., Inc., accounted for under the equity method. Electricity sales to Chubu Electric Power Miraiz Co., Inc.'s consolidated subsidiaries, and affiliates accounted for under the equity method are excluded.

Generated Power

(GWh)

Hydroelectric	9,446	8,573	8,549	8,526	8,707	8,253	8,303	8,337	8,730	9,263
Thermal*	111,219	110,217	108,046	103,969	—	—	—	—	—	—
Nuclear	—	(251)	(255)	(260)	(248)	—	—	—	—	—
Renewable Energy	65	43	46	68	110	417	378	385	431	412
Total Generated Power	120,730	118,582	116,386	112,304	8,569	8,669	8,681	8,722	9,161	9,674

Note: Internally generated power is based on the results of Chubu Electric Power Co., Inc.
* On April 1, 2019, JERA Co., Inc. took over Chubu Electric Power's fuel reception, storage, gas supply business, and existing thermal power generation business, etc. (hereinafter referred to as the "thermal power generation business, etc.") through an absorption-type company split. Accordingly, there have been no results for thermal power generation electricity output since FY2019.

Generating Capacity

(MW)

Hydroelectric	5,497	5,450	5,459	5,459	5,459	5,463	5,466	5,467	5,475	5,477
Thermal*	24,015	24,034	25,470	24,376	—	—	—	—	—	—
Nuclear	3,617	3,617	3,617	3,617	3,617	3,617	3,617	3,617	3,617	3,617
Renewable Energy	39	37	39	39	39	88	88	89	99	99
Total Generating Capacity	33,168	33,138	34,585	33,491	9,115	9,167	9,171	9,173	9,190	9,193

Note: Internally generated power is based on the results of Chubu Electric Power Co., Inc.
* On April 1, 2019, JERA Co., Inc. took over Chubu Electric Power's thermal power generation business, etc., through an absorption-type company split. Accordingly, there have been no results for certified thermal power generation capacity since FY2019.

Number of Employees (As of March 31 in each FY)

(number of persons)

Consolidated*1	30,659	30,635	30,554	30,321	28,448	28,238	28,365	28,367	28,374	22,566
Nonconsolidated*2	16,796	16,632	16,461	16,086	14,363	3,092	3,127	3,153	3,180	3,289

*1 The number of employees at the end of FY2024 decreased by 5,808 from the end of FY2023. This was mainly due to the partial sale of shares in TOENEC Corporation, resulting in the exclusion of the Company and its seven subsidiaries from the scope of consolidation.
*2 On April 1, 2020, Chubu Electric Power Miraiz Co., Inc. succeeded Chubu Electric Power's retail electricity business and Chubu Electric Power Grid Co., Inc. succeeded Chubu Electric Power's general transmission and distribution businesses. As a result, the number of nonconsolidated employees after FY2020 decreased significantly compared to that of FY2019.

Ten-Year Financial Statistics (Consolidated)

(Millions of Yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Statements of Income Related:										
Operating Revenues	2,854,044	2,603,537	2,853,309	3,035,082	3,065,954	2,935,409	2,705,162	3,986,681	3,610,414	3,669,234
Operating (Loss) Income	284,991	136,443	136,505	125,924	130,832	145,694	(53,830)	107,089	343,339	242,045
Ordinary (Loss) Income	255,610	121,483	128,532	112,929	191,803	192,209	(59,319)	65,148	509,295	276,400
Ordinary (Loss) Income excluding time lag (approx. 100 millions of yen)	(960)	(1,150)	(1,470)	(1,630)	(1,530)	(1,690)	(670)	(1,560)	(3,710)	(2,640)
Income before Income Taxes	254,204	152,156	105,195	112,929	210,895	192,308	(44,473)	68,991	506,019	269,496
Net (Loss) Income attributable to owners of parent	169,745	114,665	74,372	79,422	163,472	147,202	(43,022)	38,231	403,140	202,087
Depreciation	257,063	255,692	267,828	256,465	178,171	182,663	189,154	155,927	172,046	170,881
Capital Investments	293,784	345,688	343,743	327,120	242,646	255,953	228,533	262,249	243,686	272,381
Balance Sheets Related:										
Total Assets	5,538,216	5,411,487	5,529,408	5,987,526	5,500,815	5,686,348	6,174,734	6,455,102	7,108,617	7,124,812
Net Assets	1,637,109	1,724,713	1,791,942	1,844,362	1,962,065	2,103,684	2,123,272	2,162,205	2,695,071	2,858,530
Shareholders' Equity	1,599,934	1,685,267	1,729,742	1,778,495	1,894,393	2,031,166	2,017,128	2,060,809	2,585,452	2,786,524
Outstanding Interest-Bearing Debt	2,625,481	2,674,771	2,595,635	2,981,181	2,425,067	2,333,625	2,800,275	2,925,744	3,079,102	3,077,899
Stock Ratios:										
Net (Loss) Income — Basic (Yen/Share)*1	224.15	151.43	98.24	104.96	216.11	194.65	(56.90)	50.56	533.17	267.41
Net Assets (Yen/Share)*1	2,112.80	2,225.66	2,285.87	2,350.52	2,504.68	2,686.12	2,667.66	2,725.43	3,419.42	3,689.67
Cash Dividends (Yen/Share)	25	30	35	45	50	50	50	50	55	60
Total Shareholders Return (%)	—	—	—	—	—	96.8	89.4	101.6	143.9	123.8
(Comparative index:TOPIX including dividends) (%)	—	—	—	—	—	(142.1)	(145.0)	(153.4)	(216.8)	(213.4)
Consolidated Payout Ratio (%)	11.2	19.8	35.6	42.9	23.1	25.7	—	98.9	10.3	22.4
Dividend Payout Ratio (%) (Excluding time lag)	(34.3)	(20.6)	(25.2)	(29.4)	(30.4)	(30.4)	(45.6)	(29.3)	(15.5)	(24.1)
Financial Indicators and Cash Flow Data:										
Shareholders' Equity Ratio (%)	28.9	31.1	31.3	29.7	34.4	35.7	32.7	31.9	36.4	39.1
ROA (Return on Assets) (%)*2 *3	2.4	2.6	3.2	3.2	3.0	3.4	1.4	2.8	5.8	4.1
ROE (Return on Equity) (%)*2 *4	0.6	6.6	5.5	7.4	6.8	6.3	4.1	6.3	11.6	7.0
ROIC (Return on Invested Capital) (%)*2	1.1	2.5	3.3	3.4	2.9	3.3	1.9	2.9	5.5	3.8
Cash Flows from Operating Activities	562,411	335,063	424,159	296,406	255,896	384,148	21,688	295,798	344,074	301,345
Cash Flows from Investing Activities	(307,995)	(360,232)	(344,467)	(368,361)	(647,622)	(215,813)	(262,021)	(196,928)	(388,330)	(391,767)
Cash Flows from Financing Activities	(312,120)	21,069	(88,670)	337,260	(5,851)	(141,121)	266,403	73,248	87,084	(27,649)
Cash and Cash Equivalents at End of Period	324,390	293,953	284,888	550,060	147,576	174,909	201,156	373,484	418,518	292,467

Note 1: Our fiscal year runs from April 1st to March 31st of the following year.
Note 2: The Company has adopted "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) etc., which has been applied from the beginning of the first quarter of FY2021. In addition, due to the revision of "Accounting Regulations Applicable to the Electric Power Industry" (Ordinance of the Ministry of International Trade and Industry No. 57, June 15, 1965) based on the application of Accounting Standard for Revenue Recognition etc., the transaction amounts of "Surcharge under act on purchase of renewable energy sourced electricity" and "Grant under act on purchase of renewable energy sourced electricity" which had been stated in operating revenues until FY2020, has been excluded from operating revenues and the corresponding costs has not been stated.
*1: Chubu Electric Power and its subsidiary, Chubu Electric Power Miraiz Co., Inc., have introduced a stock remuneration plan "Board Benefit Trust (BBT)" and in calculating net assets per share from FY2019 onwards, the Company's shares held by the trust account for the Board Benefit Trust (BBT) are included in the treasury stock that is deducted in calculating the total number of outstanding shares at the end of the fiscal year.
Additionally, in calculating net income (loss) per share from FY2019 onwards, the Company's shares held by the trust account for the Board Benefit Trust (BBT) are included in the treasury stock that is deducted from the calculation of the average number of shares during the period.
*2: The calculation excludes the time-lag impact.
*3: ROA (Return on Assets) = Business profit (Ordinary (loss) income + Interest expense) / Average total assets at beginning and end of the period
*4: ROE (Return on Equity) = Net (Loss) Income/Shareholders' Equity

Management Discussion and Analysis of Operating Results, Financial Standing, and Cash Flows for FY2024

Analysis of Operating Results (FY2024)

Chubu Electric Power Miraiz Co., Inc.'s sales volume increased by 3.9% from the previous consolidated fiscal year to 107.9 TWh, due to contract acquisitions both within and outside the Chubu area and increased operation of air conditioning equipment due to temperature effects.

Total electricity sales volume of Chubu Electric Power Miraiz Co., Inc., consolidated subsidiaries, and equity-method affiliates increased by 5.5% from the previous consolidated fiscal year to 117.3 TWh, mainly due to contract acquisitions, particularly outside the Chubu area.

●Electrical Energy Sold

(TWh, %)

	FY2023	FY2024	Change (A-B)	Rate of Change (A-B)/B
Low voltage	30.4	31.3	0.9	3.0
High voltage & Extra-high voltage	73.4	76.6	3.2	4.3
Total	103.8	107.9	4.1	3.9

* The amount of electricity sold is the actual results for Chubu Electric Power Miraiz Co., Inc.

Reference (1):

Electrical energy sold including group companies	111.1	117.3	6.1	5.5

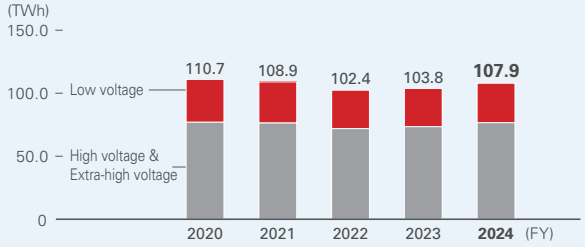
* The amount of electricity sold is the actual results for Chubu Electric Power Miraiz Co., Inc., subsidiaries, and affiliated companies. The amount of electricity sold within the Group is excluded.

Reference (2):

Electrical energy sold to other companies*	11.8	21.5	9.7	82.7

* The amount of electricity sold is the actual result of Chubu Electric Power Miraiz Co., Inc. Electricity sales to Chubu Electric Power Miraiz Co., Inc.'s consolidated subsidiaries, and affiliates accounted for under the equity method are excluded.

●Electrical Energy Sold



Demand in the Chubu area increased by 1.5% from the previous consolidated fiscal year to 124.5 TWh, due to increased operation of air conditioning equipment from temperature effects.

●Electricity demand in Chubu region

(TWh, %)

	FY2023	FY2024	Change (A-B)	Rate of Change (A-B)/B
Electricity demand in Chubu region	122.7	124.5	1.8	1.5

* Electricity demand in Chubu region is the actual results of Chubu Electric Power Grid Co., Inc.

For business performance, consolidated operating revenue increased by 1.6% from the previous consolidated fiscal year to 3,669.2 billion yen, due to factors such as an increase in electricity sales volume, despite a decrease in fuel cost adjustment revenues.

Consolidated ordinary income decreased by 232.8 billion yen from the previous consolidated fiscal year to 276.4 billion yen, mainly due to a decrease in the gain from the time lag until fluctuations in fuel prices and other factors are reflected in electricity sales prices, a decrease in the cost reduction effect from the reorganization of the power procurement portfolio at Chubu Electric Power Miraiz, and an increase in the cost of securing adjusting capacity to appropriately balance supply and demand at Chubu Electric Power Grid.

Ordinary income excluding time lag decreased by 107.0 billion yen from the previous consolidated fiscal year to 264.0 billion yen.

In addition, valuation losses on securities at subsidiaries and other entities of 6.4 billion yen were recorded as extraordinary losses.

As a result, profit attributable to owners of parent decreased by 201.0 billion yen from the previous consolidated fiscal year to 202.0 billion yen.

Provided below is the performance by segment (prior to deleting internal transactions) of this consolidated fiscal year.

In addition, JERA's operating revenues are not recorded because JERA is an affiliate accounted for under the equity method.

<Miraiz>

■ Operating results

Operating revenue from the sale of electricity and gas and the provision of various services increased by 2.5% from the previous consolidated fiscal year to 2,962.2 billion yen, due to factors such as an increase in electricity sales volume, despite a decrease in fuel cost adjustment revenues.

Ordinary income decreased by 86.7 billion yen from the previous consolidated fiscal year to 117.0 billion yen, due to factors such as a decline in cost reduction effects from the reconfiguration of the power procurement portfolio.

■ Initiatives during the fiscal year

Utilizing the connections built with customers by providing electricity and gas, we are promoting the provision of services that enrich the lives of customers and services that solve business issues.

To propose optimal energy use for households and support the realization of a comfortable and secure lifestyle, Chubu Electric Power Miraiz Shop was opened in April 2024, and in December, the household banking service "KatEne BANK" was launched to provide each customer with a more convenient and rewarding daily life.

To realize decarbonization, we offer services such as "Miraiz Green Denki," which delivers CO_2-free electricity, and "NACHARGE," a demand response service for efficient electricity use. To expand the EV charging business, Miraiz ENECHANGE Ltd., Inc. was newly established.

While the business environment remains uncertain, factors such as stable fuel prices and ongoing group-wide management efforts led to the implementation of electricity rate and other burden-reduction measures following FY2023. Specifically, in addition to discounting electricity rates for extra-high voltage/high voltage customers and low-voltage customers mainly consisting of households, campaigns were conducted to support the lifestyles of customers experiencing changes in life stage. In FY2025, we will continue to implement measures to reduce the burden of electricity rates and other charges, while striving to develop and provide attractive services tailored to customer needs.

<Power Grid>

■ Operating results

Operating revenue from the provision of power network services increased by 6.3% from the previous consolidated fiscal year to 963.2 billion yen, mainly due to an increase in the unit price of purchased electricity sold to the wholesale power trading market under the Feed-in Tariff Scheme for Renewable Energy.

Ordinary income decreased by 48.0 billion yen from the previous consolidated fiscal year to 47.5 billion yen, mainly due to an increase in the cost of securing adjusting capacity to appropriately balance supply and demand, despite an increase in transmission revenue associated with higher electricity demand.

■ Initiatives during the fiscal year

With the expansion of renewable energy introduction and the aging of facilities, we have ensured daily facility maintenance and contributed not only to stable supply in the Chubu region but also nationwide, through system operation and supply-demand adjustment, including collaboration with other general power transmission and distribution businesses.

Even amid significant changes in the medium- to long-term outlook for electricity supply and demand in the Chubu region, we are implementing initiatives for next-generation grid development to achieve both stable power supply and decarbonization into the future. Specifically, we are expanding facilities to increase power interchange with other regions, and optimizing facility development in line with regional conditions such as declining electricity demand due to population decrease and energy conservation, and the expansion of distributed energy resources.

Furthermore, to promptly respond to increased electricity demand driven by advances in GX and DX, we have published the "Welcome Zone Map in Chubu" to

promote facility introduction. Going forward, we will utilize this communication tool to engage with customers seeking special high-voltage supplies and local governments, and strive to provide enhanced interconnection services, thereby contributing to economic growth in the Chubu region.

<JERA>

■ Operating results

Ordinary income from fuel upstream/procurement to power generation and the sale of electricity and gas decreased by 111.5 billion yen from the previous consolidated fiscal year to 67.3 billion yen, mainly due to a decrease in the gain from the time lag until fluctuations in fuel prices are reflected in electricity sales prices. In addition, consolidated ordinary income excluding time lag was approx. 47.0 billion yen.

■ Initiatives during the fiscal year

JERA strives for efficient operation of the thermal power generation business by optimally operating a series of value chains that extend from upstream procurement of fuel to power generation and sales of electricity and gas and by taking advantage of its economies of scale.

To avoid fuel constraints and tight supply–demand conditions, we are working to secure stable supply capacity by measures such as replacing aging facilities with state-of-the-art thermal power generation equipment, adjusting the timing of inspections and repairs at thermal power stations, and placing priority on inspections of key equipment such as boilers. We are also striving to ensure a stable fuel supply by promptly responding to changes in supply and demand, flexibly procuring fuel through JERA Global Markets, a subsidiary of JERA, and securing strategic surplus LNG as a certified supply assurance business operator.

Furthermore, we are promoting initiatives for JERA Zero Emissions 2050, which aims for net zero CO_2 emissions from domestic and overseas businesses by 2050, while assuring a stable supply of energy.

First, aiming to establish ammonia conversion technology for ammonia, a fuel that does not emit CO_2 during power generation, and to commence commercial operation, we conducted a demonstration test of 20% ammonia co-firing at Hekinan Thermal Power Station Unit 4. We are continuing to work on building a supply chain that includes considerations of collaboration for the production and procurement of fuel ammonia.

In addition, to expand renewable energy, JERA Nex was launched, and a basic agreement was reached with bp in the UK to establish JERA Nex bp, integrating both companies' offshore wind power businesses.

Note: JERA Zero Emissions 2050 is premised on steady advances in decarbonization technology, economic rationality, and consistency with government policy. JERA will continue developing its own decarbonization technologies and taking the initiative to ensure economic rationality.

(Achievement status of management target)

In April 2024, we raised our medium-term management targets to "Consolidated ordinary income of 200 billion yen or more and ROIC of 3.2% or more in FY2025," and for the current consolidated fiscal year, excluding the effects of time lag, consolidated ordinary income was approximately 264.0 billion yen and ROIC (excluding time lag) was 3.8%.

Analysis of Financial Standing

Noncurrent assets increased by 163.3 billion yen from the previous consolidated fiscal year to 5,982.0 billion yen, mainly due to an increase in Investments and other assets as a result of an increase in Long-term investments in subsidiaries and associates such as JERA.

Current assets decreased by 147.1 billion yen from the end of the previous consolidated fiscal year to 1,142.7 billion yen, mainly due to TOENEC Corporation changing from a consolidated subsidiary to an equity-method affiliate.

Total liabilities decreased by 147.2 billion yen from the end of the previous consolidated fiscal year to 4,266.2 billion yen despite outstanding interest-bearing debt increased, mainly due to TOENEC Corporation becoming an affiliate from a subsidiary.

Although cash dividends were paid, total net assets increased by 163.4 billion yen from the end of the previous consolidated fiscal year to 2,858.5 billion yen, mainly due to the recording of profit attributable to owners of parent and an increase in accumulated other comprehensive income.

As a result, the shareholders' equity ratio was 39.1%.

Analysis of Cash Flows

Net cash provided by operating activities decreased by 42.7 billion yen from the previous consolidated fiscal year to 301.3 billion yen, mainly due to an increase in costs for supply and demand adjustment in the Chubu Electric Power Grid business.

Cash flows from investing activities increased by 3.4 billion yen in expenditures from the previous consolidated fiscal year to 391.7 billion yen, mainly due to increased expenditures for property, plant and equipment.

As a result, free cash flow decreased by 46.1 billion yen from the previous consolidated fiscal year to -90.4 billion yen.

Net cash used in financing activities decreased by 114.7 billion yen from the previous consolidated fiscal year to -27.6 billion yen, mainly due to a decrease in cash inflows from fund procurement.

Consequently, the amount of cash and cash equivalents at the end of consolidated fiscal year decreased by 126.0 billion yen from the end of the previous consolidated fiscal year.

With regard to capital sources and fund fluidity, the group raises equipment funds required primarily to administrate the electricity business by way of issuing corporate bonds, obtaining bank loans, etc., and gains in short-term operation funds mainly by issuing short-term corporate bonds in principle.

Capital Investments

Capital investments amounted to 272,381 million yen in consolidated fiscal year ended March 31, 2025 as a result of our efforts to pursue a maximum level of management efficiency, including slimming down of equipment, while securing a stable supply of electric power and public security throughout the entire Group in addition to making investments in decarbonized energy sources such as hydro, nuclear, and wind power facilities.

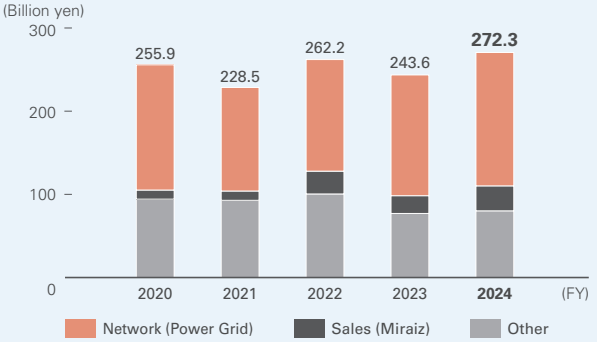
A breakdown of the capital investments by segment is below.

● Reference: FY2024 Capital Investments (Consolidated)

(Billion yen)

Segment	Item	Capital Investments
Miraiz		31.0
Power Grid	Transmission facilities	42.6
	Substation facilities	43.7
	Distribution facilities	55.6
	Other	23.6
	Total	165.7
Other		82.9
Adjustment		(7.3)
Grand total		272.3

● Capital Investments



Note 1: From FY2020, the Power Network segment became Chubu Electric Power Grid and the Sales segment became Chubu Electric Power Miraiz.

Note 2: Figures are presented on a consolidated basis.

Note 3: On April 1, 2019, JERA Co., Inc. took over the thermal power generation business of Chubu Electric Power through an absorption-type company split agreement. Therefore, the amount of investment of the power generation segment is not stated.
In addition, the amount of capital investment such as for renewable energy is included in "Other."

Business and Other Risks

Of all the variables affecting the Chubu Electric Power Group's performance and financial standing, the primary factors most likely to have a major effect on investors' decisions are listed below.

Forward-looking statements in this report are based on facts and conditions as of the date of the financial statement report (on June 25, 2025). Actual results may differ, affected by the government's future energy policy and revision of electricity business system and others.

1. Changes in the business environment

Excluding the time lag in FY2024, consolidated ordinary income was approximately 264.0 billion yen, despite factors such as a decrease in the cost reduction effect from the restructuring of the power procurement portfolio at Chubu Electric Power Miraiz and an increase in costs for supply and demand adjustment transactions at Chubu Electric Power Grid compared with FY2023. However, factors clouding the future include a large increase in demand arising from global climate and economic trends; geopolitical risks such as the conflict in Europe and the situations in the Middle East and Asia; highly volatile fuel prices that include the risk of exchange rate fluctuations; rise in prices, wages, and interest rates; intensifying competition in the retail sector; and changes to systems in the electric power industry.

Furthermore, with the massive introduction of variable renewable natural energy sources with unstable output, there are concerns of a worsening of the supply and demand situation in Japan in the event that an unexpected increase in demand due to abnormal weather occurs with a decrease in solar power generation due to bad weather or in the event problems occur at existing facilities or a contingency occurs in a resource-producing country.

In response to such changes in the business environment, the Chubu Electric Power Group will work as one to continue ensuring a stable supply of energy by improving the forecast accuracy of renewable energy power generation output; undertaking daily system operation and supply–demand adjustment, including collaboration with other general power transmission and distribution operators; stably operating hydroelectric power plants; replacing equipment with state-of-the-art thermal power generation facilities through JERA; adjusting inspection and repair schedules at thermal power stations and strengthening patrols of critical equipment; securing stable fuel supplies through flexible procurement via JERA Global Markets Pte. Ltd., a subsidiary of JERA, and securing strategic surplus LNG as a certified supply assurance business operator; and utilizing demand response to enable customers to use electricity efficiently.

For stable business growth in the domestic energy business, we will continue to optimize our power procurement portfolio and enhance market risk management, taking into account progress in non-discriminatory wholesale trading. Additionally, we will aim to achieve sustainable growth and our medium-term management targets through initiatives such as expanding revenue in new growth areas and global businesses.

In the medium to long term, electricity demand forecasts are shifting to an upward trend with the progress of GX (Green Transformation) and DX (Digital Transformation). The "GX2040 Vision" and the "7th Strategic Energy Plan" have been approved by the Cabinet to simultaneously achieve stable energy supply, economic growth, and decarbonization. The results of the electricity system reform review have been compiled, indicating a policy direction to establish mechanisms to secure necessary investments for ensuring a stable supply and decarbonization.

In response to such changes in the business environment, the Company revised its corporate philosophy in April 2025 to achieve sustainable growth together with stakeholders. Under our new corporate philosophy, and working as a united Group to achieve Management Vision 2.0, we will strive to ensure a stable supply of electricity; realize a safe, secure, decarbonized society that utilizes both distributed and recycling-oriented systems; acquire and expand new sources of revenue through transformation of our business structure; and create demand through electrification and other means. We will also accelerate facility development to achieve "S (Safety Assurance) + 3E (Energy Security, Economic Efficiency, Environmental Compatibility)" and make proposals on energy policy and electricity business systems to contribute to this.

However, in the case of failure to respond appropriately to changes in the industrial structure or if there are changes in the business environment surrounding the Chubu Electric Power Group that include a growing impact of geopolitical risks such as the conflict in Europe and the situations in the Middle East and Asia or changes to systems that differ from expectations, financial standing, operating results and cash flow could potentially be affected.

(1) Changes in fuel and electricity prices, etc.

The Group's power procurement costs may be affected by fluctuations in market prices for LNG, coal, crude oil, wholesale electricity, and other factors, as well as by fluctuations in foreign exchange rates. In response, Chubu Electric Power Miraiz is working to provide a stable supply of electricity to customers even amid this high price volatility by reviewing some of its rate menus, which includes the introduction of a fuel cost adjustment system that reflects fluctuations in wholesale electricity trading market prices in addition to fuel prices while stabilizing procurement prices through hedging transactions that include electricity futures and currency options. The impact on financial condition, operating results and cash flow will be mitigated by these measures.

In addition to these efforts, taking into account factors such as the current stability of fuel prices and management efforts being undertaken across the Group, we are implementing measures in FY2025 to reduce the burden of electricity charges and other fees, as in FY2024.

Regarding fuel procurement by JERA and other group companies and electricity procurement through the market, etc. by Chubu Electric Power Miraiz and other group companies, the Chubu Electric Power Group is transitioning to a business structure less susceptible to market fluctuations for fuels and electricity such as by diversifying procurement sources and pursuing longer-term contracts and ensuring flexibility. Also, given the heightened volatility of the market, we will strive to sophisticate our risk management and implement sales measures that flexibly respond to market price fluctuations.

However, fuel supply-demand conditions and fuel market prices may fluctuate significantly due to, for example, worsening political, economic, and social conditions that include the growing and prolonged impact of geopolitical risks such as the conflict in Europe and the situations in the Middle East and Asia; climate change; and supplier facility and/or operational issues. As these risks materialize, our financial standing, operating results, and cash flow could potentially be affected due to, for example, changes in fuel procurement cost, the difference between fuel procurement price and electricity sales price, and changes in market selling/wholesale selling prices of electric power.

(2) Response to competition

With the transformation of the energy supply-demand structure accompanying decarbonization, GX and DX are progressing, and medium- to long-term power demand forecasts are shifting to an upward trend.

Even amid a persistently challenging competitive environment, the entire Group will respond appropriately to ensure that the Chubu region and the Chubu Electric Power Group are chosen.

At Chubu Electric Power Miraiz Co., Inc., based on the connections we have built with customers through the delivery of electricity, gas, and other services to date, we will provide services that enrich customers' lives and services that solve business challenges, and will continue to create new value.

JERA will work to ensure a stable supply by securing additional supply capacity through measures such as replacing equipment with state-of-the-art thermal power generation facilities, adjusting inspection and repair schedules at thermal power stations, and strengthening patrols of critical equipment. It will also strive for optimal and efficient operation of the value chain, from fuel upstream and procurement to power generation and the sale of electricity and gas.

However, the inability to respond appropriately to changes in industrial structure, a worsening of the procurement environment due to the growing impact of geopolitical risks such as the conflict in Europe and the situations in the Middle East and Asia, further intensifying competition, economic trends and temperature fluctuations could potentially affect financial standing, operating results and cash flow.

(3) Commercialization of new growth field

The Group aims to create new value by delivering new services that combine its energy business with various other services. In the real estate business, we established the Real Estate Business Headquarters in April 2025 and, together with ES-CON JAPAN Ltd. and Chuden Real Estate Co., Inc., are promoting community development that leverages the strengths of the Group. For regional infrastructure businesses such as resource circulation, water and sewage, local transportation, and forest management, we are working with a variety of partners to promote initiatives that contribute to improving safety, security, and convenience for local communities, thereby helping to solve regional issues.

Meanwhile, on September 21, 2023, Chubu Electric Power decided to invest 100 billion yen as a limited liability partner in TB Investment Limited Partnership, which aims to increase the corporate value of Toshiba Corporation and its group companies. We believe that this investment is a meaningful investment opportunity that will contribute to Toshiba building a stable management foundation and significantly increasing its corporate value.

In the Global business, we aim to contribute to solving social issues in each country and region and increase profits by forming an optimal portfolio that combines four business areas consisting of "green areas" such as renewable energy, "blue areas" such as hydrogen and ammonia and "retail/transmission/distribution/new service areas" that encompass microgrids and power distribution projects in Asia and "new technology areas" such as geothermal power generation.

On December 17, 2022, Chubu Electric Power received a notice of reassessment from the Mexican tax authorities ordering the payment of approximately 75.9 billion yen (based on the exchange rate in December 2022) regarding the transfer of our overseas electricity generation and energy infrastructure business to JERA through a company split on July 1, 2016. On February 10, 2023, Chubu Electric Power filed an administrative appeal with the authorities because it believes this notice is unreasonable and goes against the Japan-Mexico Tax Treaty and Mexican tax laws. Moreover, mutual consultation between the tax authorities of both countries based on the Japan-Mexico Tax Treaty is underway.

Furthermore, given the continued expectation of factors such as soaring prices for equipment and materials, we are carefully selecting investments in businesses in new growth areas, including global companies. We are conducting appropriate risk assessments and periodic monitoring.

However, if these businesses fail to deliver results as expected by the Chubu Electric Power Group due to intensifying competition with other operators, the emergence of country risk, delays in the introduction of new technologies, or changes in policies or systems, the Group's financial condition, operating results, and cash flows could be affected.

(4) Global environmental conservation

Since the national declaration of carbon neutrality by 2050, initiatives toward global environmental conservation have become an urgent issue, with measures such as the Cabinet's approval of the "GX2040 Vision" and the "7th Strategic Energy Plan" aimed at achieving a stable energy supply, economic growth, and decarbonization simultaneously.

In accordance with the Chubu Electric Power Group Basic Environmental Policy, the Chubu Electric Power Group has summarized its efforts to achieve carbon neutrality as Zero Emissions Challenge 2050. Together with society and customers, we aim to simultaneously achieve "decarbonization" and "safety, stability, and efficiency" through innovation of the energy infrastructure.

Specifically, we intend to mobilize all measures to achieve the target of "reducing CO_2 emissions from electricity sold to customers by 50% or more compared to FY2013 levels by 2030." These measures include aiming for 3.2 GW or more in renewable energy expansion (including ownership, construction, and maintenance) by around 2030; utilizing the Hamaoka Nuclear Power Station with the highest priority on safety improvements and gaining the trust of local communities; building a hydrogen and ammonia supply chain; conducting a 20% ammonia co-firing demonstration test at the Hekinan Thermal Power Station Unit 4 to establish ammonia conversion technologies; phasing out inefficient coal-fired power generation; further improving the efficiency of thermal power generation; enhancing power system facilities and operation and expanding wide-area supply–demand operations to increase the amount of connectable renewable energy; and diversifying CO_2-free electricity menu offerings, starting with "Miraiz Green Denki." Furthermore, through the practical application and adoption of innovative technologies, we will take on the challenge of achieving net zero CO_2 emissions for our entire business by 2050.

Business and Other Risks

Important risks associated with climate change are deliberated at the Risk Management Committee chaired by the president and are reflected in the Basic Management Plan and then appropriate measures are implemented upon resolution by the Board of Directors.

However, if the Chubu Electric Power Group is unable to respond appropriately to decarbonization-related systems and changes in the business environment, such as carbon pricing systems including fossil fuel surcharges and emissions trading schemes, or to properly reform its business model in light of trends in non-fossil value and technological innovation, its financial condition, operating results, and cash flows could be affected.

(5) Rise in interest rates, prices, and wages

Regarding rising interest rates, 91.2% of the Group's outstanding interest-bearing debt consists of long-term funds, such as corporate bonds and long-term loans, most of which are procured at fixed interest rates. Therefore, the impact on financial condition, operating results, and cash flows is expected to be limited in the short term. However, we anticipate that the impact of rising interest rates will affect future fund procurement. We will continue to monitor trends in market interest rates and the status of fund demand, and procure funds in a timely and appropriate manner.

Regarding rising prices and wages, we will continue to work on efficiency measures to minimize their impact. We will also work to ascertain the circumstances of our business partners and conduct fair and equitable transactions with our partners on equal footing through appropriate prices.

However, if interest rates, prices, and wages continue to rise, our financial standing, operating results, and cash flow could potentially be affected.

(6) U.S. tariff policy

If U.S. tariff policy results in a decrease in exports of automobiles and other products, it could have a certain impact on electricity demand in the Chubu region, which is a hub for automobile-related industries. Even in the event of a decline in electricity demand, we will work to curb deterioration in earnings by reducing power procurement costs based on fluctuations in market prices and fuel costs.

However, if the decline in electricity demand continues, our financial position, operating results, and cash flows may be affected.

2. Suspension of operation of nuclear power generation facilities

Since the national declaration of carbon neutrality by 2050, the Cabinet has approved the "GX2040 Vision" and the "7th Strategic Energy Plan," which indicate a policy to make maximum use of renewable energy and nuclear power generation.

More than 10 years have passed since all units of the Hamaoka Nuclear Power Station were shut down. At present, Units 3 and 4 are undergoing conformity reviews by the Nuclear Regulation Authority to comply with the new regulatory requirements. Following the review of the standard seismic motion in September 2023, the standard tsunami was also evaluated as "generally appropriate" at the October 2024 review meeting. In addition to continuing the review of faults (H Fault) and other site factors, plant-related reviews have been underway since December of the same year, making steady progress.

The major safety enhancement measures at Unit 4, related to the tsunami/earthquake countermeasures or severe accident countermeasures that have been planned after the accident at the Fukushima Daiichi Nuclear Power Station, were mostly completed. In the future as well, any additional equipment counterplan in response to the review etc. should be implemented at the earliest time possible. After Unit 4, efforts will be made to implement the countermeasures in Unit 3 based on the new regulatory standards. In parallel with specifying the method for recovery from the sea-water inflow in Unit 5, countermeasures based on the new regulatory standards will be examined, and preparations will be made for applying for the examination for verification of conformance.

Moreover, on site response focusing on the inside of the power station, such as strengthening the on-site response capabilities through education/training or by streamlining the emergency preparedness system, will be continued, and in addition, efforts will be made to enhance the offsite response in preparation for nuclear disaster in the areas around the power station, by strengthening cooperation with the national and local governments, directed towards enhancing the effectiveness of emergency response including the evacuation of residents. Additionally, we utilize the knowledge and expertise of external experts to further improve nuclear safety.

Since operation is suspended for all reactors at the Hamaoka Nuclear Power Station, the Chubu Electric Power Group is providing electricity using thermal power sources as an alternative. This will substantially increase power procurement costs, which coupled with other factors, is likely to exert an influence on our financial standing, operating results, and cash flow.

In addition, depending on factors such as the continued suspension of operation of the Hamaoka Nuclear Power Station to comply with new regulatory standards, or the status of nuclear power facilities of other companies from which the Chubu Electric Power Group receives power supply, financial condition, operating results, and cash flows could be affected.

3. Nuclear power back-end costs, etc.

The back-end business of nuclear power includes reprocessing of spent fuel, disposal of radioactive waste, and decommissioning of nuclear power facilities and takes an extremely long time period and has many uncertainties. Such uncertainties are reduced by the government's institutional measures, including the mechanism through which the Nuclear Reprocessing and Decommissioning facilitation Organization of Japan secures and manages funds for reprocessing and decommissioning, but the costs of nuclear fuel cycles, including back-end costs, may vary depending on regulatory reform like changes in estimates of future expenses (mandated and voluntary) and the operating status of reprocessing facilities. As a result, our financial standing, operating results, and cash flow could potentially be affected.

4. Large-scale natural disasters and other disasters

The business activities of the Chubu Electric Power Group are exposed to such risks as large-scale natural disasters, such as Nankai Trough earthquake and powerful typhoon, armed attack, terrorism, outbreak of an infectious disease, and accident. To prepare for the occurrence of such an event, the Chubu Electric Power Group has formulated a business continuity plan (BCP), is implementing precautionary measures including the formation, maintenance, and operation of facilities, and improving operating structures and conducting drills to cope with the occurrence of any such event. On March 31, 2025, the national government compiled reports on the "Review of Damage Assumptions for the Nankai Trough Earthquake" and "Measures for the Nankai Trough Earthquake" and plans to revise the Basic Plan for Promotion of Earthquake Disaster Countermeasures for the Nankai Trough Earthquake around summer 2025. We will closely monitor national and local government developments and review our BCPs accordingly.

Most recently, in view of the lessons learned from typhoon disasters and based on our action plan, we are working to strengthen the facility recovery capability by improving various recovery support systems, to strengthen information dissemination to customers via website and smartphone apps and to strengthen coordination with local governments and other electric power companies. In addition, our efforts to strengthen resilience, which are made in coordination with local governments and other parties concerned, include further acceleration of trimming and culling of trees in advance and the elimination of utility poles for the preventive maintenance and cooperation in the area of flood control in anticipation of potential flood of dams used for hydroelectric power generation.

However, if any disruption of supply or destruction of facilities occurs due to a large-scale natural disaster, armed attack, terrorism, outbreak of an infectious disease, accident, and the like, our financial standing, operating results, and cash flow could potentially be affected depending on the magnitude of damage.

5. Information security (Economic security, information management, etc.)

For the purpose of assuring a stable supply of energy, which is an important infrastructure, in order to address risks of power supply disruption or information leakage due to threats such as a cyberattack, the Chubu Electric Power Group strengthens its governance system, pushes forward with information sharing and analysis in cooperation with other business operators and organization concerned through JE-ISAC and other forums, and is implementing various security measures and drills on an ongoing basis.

In particular, with regard to essential facilities subject to the system for ensuring the stable provision of core infrastructure services, we will take necessary measures to prevent interference in accordance with relevant laws and regulations, such as the Economic Security Promotion Act and the Active Cyber Defense Law.

We will continuously monitor changes in the international situation and implement the latest countermeasures against cyberattacks.

To ensure that personal information (including Specific Personal Information) and other types of information are managed properly, we have established a department dedicated to information management and have established various types of regulations among other initiatives, based on related laws and regulations such as the Personal Information Protection Law in addition to further strengthening our training and awareness programs to employees.

In addition, we will take every measure to further assure security by building a more-advanced governance system, identifying and eliminating vulnerabilities in our IT systems, and strengthening operational rules through risk assessment and the analysis of assessment results.

However, if a cyberattack, an IT system deficiency or an information leakage occurs and we incur direct expenses to cope with it or suffer from a decline in social credibility as a result, our financial standing, operating results, and cash flow could potentially be affected.

6. Human capital and human rights

With the structure of society expected to change in the future, securing future-focused human resources and acquiring high-level skills is becoming an important issue to respond appropriately to change.

In response to this issue, Chubu Electric Power Group has announced its human resources strategy based on the concept that "the growth and active roles of each individual is the very essence of corporate value" while also ensuring diverse expertise even among management.

Moreover, amid the growing influence of corporations regarding human rights, there is increasing demand for initiatives to respect human rights.

In keeping with the Chubu Electric Power Group Basic Human Rights Policy, the Group is working to put into practice respect for human rights, which includes undertaking human rights due diligence.

However, if we are unable to secure sufficient human capital in terms of quality and quantity in the future or if human rights risks become apparent and our social trust declines, our financial standing, operating results, and cash flow could potentially be affected.

7. Compliance

Based on the Chubu Electric Power Group Compliance Basic Policy that outlines our basic policy and principles of conduct regarding compliance with laws, regulations, and social norms, we are working to ensure thorough compliance and improve corporate ethics such as by establishing the Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy and Guidelines on Giving and Receiving Money and Other Items of Value.

In addition to the "Measures to strengthen compliance measures" announced on April 7, 2023, by implementing the "Measures to strengthen compliance measures" announced on March 4, 2024, Chubu Electric Power and Chubu Electric Power Miraiz will make efforts to never again violate the Antimonopoly Act or be suspected of causing such a violation.

The Chubu Electric Power Group will continue to make incessant efforts to ensure full compliance by evaluating the situation on an ongoing basis and fulfilling its accountability based on the results of such evaluation.

However, if any event against compliance occurs within or in connection with the Group, the reputation of the Group may be damaged and our financial standing, operating results, and cash flow could potentially be affected.

Consolidated Balance Sheets

Chubu Electric Power Company, Incorporated and Subsidiaries
As of March 31, 2025 and 2024

ASSETS	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Non-current assets:			
Non-current assets, at cost	¥10,743,685	¥10,814,315	$71,849,695
Construction in progress	521,028	464,394	3,484,443
	11,264,713	11,278,710	75,334,139
Less:			
Contributions in aid of construction	(225,329)	(222,229)	(1,506,920)
Accumulated depreciation	(7,753,317)	(7,717,783)	(51,851,247)
	(7,978,646)	(7,940,012)	(53,358,167)
Total Property, Plant and Equipment, Net	3,286,067	3,338,697	21,975,971
Nuclear Fuel:			
Loaded nuclear fuel	40,040	40,040	267,773
Nuclear fuel in processing	160,657	158,702	1,074,418
Total Nuclear Fuel	200,697	198,743	1,342,191
Investments and Other Assets:			
Long-term investments	2,308,923	2,094,736	15,441,206
Net defined benefit asset	2,917	7,651	19,512
Deferred tax assets	148,218	153,725	991,227
Other	37,250	30,595	249,115
Allowance for doubtful accounts	(2,008)	(5,406)	(13,429)
Total Investments and Other Assets	2,495,301	2,281,302	16,687,631
Current Assets:			
Cash and deposits	293,547	390,806	1,963,136
Notes and accounts receivable - trade, and contract assets	311,955	353,997	2,086,237
Inventories	305,019	270,501	2,039,856
Other	233,123	275,792	1,559,040
Allowance for doubtful accounts	(899)	(1,223)	(6,018)
Total Current Assets	1,142,746	1,289,873	7,642,252
Total Assets	¥7,124,812	¥7,108,617	$47,648,047

The accompanying notes to the consolidated financial statements are an integral part of these statements.

LIABILITIES AND NET ASSETS	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Noncurrent Liabilities:			
Long-term loans payable	¥2,495,612	¥2,478,622	$16,689,710
Contribution payable for nuclear reactor decommissioning"	224,719	-	1,502,837
Provision for loss in conjunction with discontinued operations of nuclear power plants"	4,276	4,276	28,602
Net defined benefit liability	108,265	125,769	724,039
Other	176,357	507,010	1,179,411
Total Noncurrent Liabilities	3,009,231	3,115,679	20,124,602
Current Liabilities:			
Current portion of noncurrent liabilities	332,834	282,510	2,225,872
Short-term loans payable	261,556	319,534	1,749,188
Commercial paper	-	-	-
Notes and accounts payable - trade	229,390	271,297	1,534,074
Accrued taxes	73,775	90,587	493,385
Other	357,481	332,427	2,390,697
Total Current Liabilities	1,255,038	1,296,356	8,393,219
Reserve for water shortage	2,011	1,509	13,453
Total Liabilities	4,266,281	4,413,545	28,531,275
Commitments and Contingent Liabilities			
Net Assets			
Share capital	430,777	430,777	2,880,875
Capital surplus	64,451	70,522	431,025
Retained earnings	1,909,619	1,758,430	12,770,814
Treasury shares, at cost	(4,297)	(2,790)	(28,740)
Total Shareholders' Equity	2,400,550	2,256,939	16,053,975
Accumulated other comprehensive income:			
Valuation difference on available-for-sale securities	17,266	21,330	115,469
Deferred gains or losses on hedges	82,245	80,509	550,026
Foreign currency translation adjustment	286,495	228,657	1,915,975
Remeasurements of defined benefit plans	(33)	(1,984)	(227)
Total Accumulated Other Comprehensive Income	385,973	328,512	2,581,244
Share acquisition rights	0	0	1
Non-controlling interests	72,006	109,618	481,550
Total Net Assets	2,858,530	2,695,071	19,116,771
Total Liabilities and Net Assets	¥7,124,812	¥7,108,617	$47,648,047

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥149.53 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, “Chubu Electric Power Group Report 2025 (Integrated Report) Financial Section.”

Consolidated Statements of Operations

Chubu Electric Power Company, Incorporated and Subsidiaries
For the Years Ended March 31, 2025 and 2024

	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Operating Revenues:			
Electric utility operating revenue	¥3,108,560	¥2,961,364	$20,788,875
Other business operating revenue	560,673	649,050	3,749,573
Total Operating Revenues	3,669,234	3,610,414	24,538,449
Operating Expenses:			
Electric utility operating expenses	2,890,024	2,668,503	19,327,389
Other business operating expenses	537,164	598,571	3,592,354
Total Operating Expenses	3,427,189	3,267,074	22,919,743
Operating Profit	242,045	343,339	1,618,705
Other Profit (Expenses):			
Share of profit of entities accounted for using equity method	61,137	188,745	408,866
Interest expense	(23,859)	(21,576)	(159,563)
Gain on disposition of investment securities	-	9,208	-
Loss on valuation of securities	(6,401)	-	(42,809)
Impairment loss	-	(12,622)	-
Loss in conjunction with the Antimonopoly Act	-	(26)	-
Other, net	(2,923)	(1,213)	(19,548)
Total Other Income, Net	27,954	162,515	186,946
Profit Before Reversal of Reserve for Water Shortage and Income Taxes	269,999	505,854	1,805,652
(Reversal of) reserve for water shortage	502	(164)	3,358
Profit Before Income Taxes	269,496	506,019	1,802,293
Income Taxes:			
Current	70,075	72,402	468,636
Deferred	(9,715)	22,470	(64,973)
Total Income Taxes	60,359	94,872	403,663
Profit for the Year	209,137	411,146	1,398,630
Profit Attributable to Noncontrolling Interests	7,049	8,006	47,144
Profit Attributable to Owners of Parent	¥202,087	¥403,140	$1,351,485

	Yen		U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Per Share of Capital Stock:			
Profit - basic	¥267.41	¥533.17	$1.79
Cash dividends	60.00	55.00	0.40

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥149.53 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

Consolidated Statements of Comprehensive Income

Chubu Electric Power Company, Incorporated and Subsidiaries
For the Years Ended March 31, 2025 and 2024

	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Profit for the Year	¥209,137	¥411,146	$1,398,630
Other Comprehensive Income			
Valuation difference on available-for-sale securities	(2,608)	137	(17,442)
Deferred gains or losses on hedges	(1,148)	2,801	(7,679)
Foreign currency translation adjustment	2,460	1,964	16,458
Remeasurements of defined benefit plans, net of tax	1,370	10,520	9,162
Share of other comprehensive income of entities accounted for using equity method	58,090	147,535	388,488
Other Comprehensive Income (Note 27)	58,165	162,959	388,987
Comprehensive Income	¥267,302	¥574,106	$1,787,617
Comprehensive income attributable to:			
Owners of parent	260,132	562,579	1,739,666
Noncontrolling interests	7,170	11,527	47,951

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥149.53 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, “Chubu Electric Power Group Report 2025 (Integrated Report) Financial Section.”

Consolidated Statements of Changes in Net Assets

Chubu Electric Power Company, Incorporated and Subsidiaries
For the Years Ended March 31, 2025 and 2024

	Number of shares of capital stock issued	Shareholders' equity					Accumulated other comprehensive income							
		Capital stock	Capital surplus	Retained earnings	"Treasury shares (Note 4)"	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains and losses on hedges	Foreign currency translation adjustments	"Remeasurements of defined benefit plans"	Total accumulated other comprehensive income	Share acquisition rights	Noncontrolling interests	"Total net assets"
		Millions of yen												
Balance at April 1, 2023	758,000,000	¥430,777	¥70,571	¥1,393,120	¥(2,733)	¥1,891,735	¥15,097	¥32,133	¥133,859	¥(12,016)	¥169,074	¥0	¥101,394	¥2,162,205
Dividends of surplus	-	-	-	(37,830)	-	(37,830)	-	-	-	-	-	-	-	(37,830)
Profit attributable to owners of parent	-	-	-	403,140	-	403,140	-	-	-	-	-	-	-	403,140
Purchase of treasury shares	-	-	-	-	(58)	(58)	-	-	-	-	-	-	-	(58)
Disposal of treasury shares	-	-	0	-	1	1	-	-	-	-	-	-	-	1
Change in equity of parent on transactions with noncontrolling interests	-	-	(49)	-	-	(49)	-	-	-	-	-	-	-	(49)
Net changes in items other than shareholders' equity	-	-	-	-	-	-	6,232	48,376	94,797	10,032	159,438	(0)	8,223	167,662
Balance at March 31, 2024	758,000,000	¥430,777	¥70,522	¥1,758,430	¥(2,790)	¥2,256,939	¥21,330	¥80,509	¥228,657	¥(1,984)	¥328,512	¥0	¥109,618	¥2,695,071
		Millions of yen												
Balance at April 1, 2024	758,000,000	¥430,777	¥70,522	¥1,758,430	¥(2,790)	¥2,256,939	¥21,330	¥80,509	¥228,657	¥(1,984)	¥328,512	¥0	¥109,618	¥2,695,071
Dividends of surplus	-	-	-	(45,394)	-	(45,394)	-	-	-	-	-	-	-	(45,394)
Profit attributable to owners of parent	-	-	-	202,087	-	202,087	-	-	-	-	-	-	-	202,087
Purchase of treasury shares	-	-	-	-	(1,509)	(1,509)	-	-	-	-	-	-	-	(1,509)
Disposal of treasury shares	-	-	0	-	2	2	-	-	-	-	-	-	-	2
Change in scope of consolidation	-	-	73	(6,628)	-	(6,554)	(4)	-	(395)	-	(400)	-	(48,789)	(55,745)
Change in scope of equity method	-	-	-	1,124	-	1,124	(34)	-	(148)	-	(183)	-	-	941
Change in equity of parent on transactions with noncontrolling interests	-	-	(6,144)	-	-	(6,144)	-	-	-	-	-	-	-	(6,144)
Net changes in items other than shareholders' equity	-	-	-	-	-	-	(4,024)	1,736	58,382	1,950	58,044	(0)	11,177	69,222
Balance at March 31, 2025	758,000,000	¥430,777	¥64,451	¥1,909,619	¥(4,297)	¥2,400,550	¥17,266	¥82,245	¥286,495	¥(33)	¥385,973	¥0	¥72,006	¥2,858,530
		Thousands of U.S. dollars												
Balance at April 1, 2024		$2,880,875	$471,624	$11,759,717	$(18,661)	$15,093,555	$142,651	$538,415	$1,529,175	$(13,272)	$2,196,969	$3	$733,087	$18,023,616
Dividends of surplus		-	-	(303,580)	-	(303,580)	-	-	-	-	-	-	-	(303,580)
Profit attributable to owners of parent		-	-	1,351,485	-	1,351,485	-	-	-	-	-	-	-	1,351,485
Purchase of treasury shares		-	-	-	(10,092)	(10,092)	-	-	-	-	-	-	-	(10,092)
Disposal of treasury shares		-	1	-	14	15	-	-	-	-	-	-	-	15
Change in scope of consolidation		-	494	(44,331)	-	(43,837)	(32)	-	(2,647)	-	(2,680)	-	(326,288)	(372,806)
Change in scope of equity method		-	-	7,522	-	7,522	(232)	-	(991)	-	(1,224)	-	-	6,297
Change in equity of parent on transactions with noncontrolling interests		-	(41,094)	-	-	(41,094)	-	-	-	-	-	-	-	(41,094)
Net changes in items other than shareholders' equity		-	-	-	-	-	(26,915)	11,611	390,439	13,045	388,180	(1)	74,751	462,930
Balance at March 31, 2025		$2,880,875	$431,025	$12,770,814	$(28,740)	$16,053,975	$115,469	$550,026	$1,915,975	$(227)	$2,581,244	$1	$481,550	$19,116,771

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥149.53 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, "Chubu Electric Power Group Report 2025 (Integrated Report) Financial Section."

Consolidated Statements of Cash Flows

Chubu Electric Power Company, Incorporated and Subsidiaries
For the Years Ended March 31, 2025 and 2024

	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Cash Flows from Operating Activities:			
Profit before income taxes	¥269,496	¥506,019	$1,802,293
Adjustments for:			
Depreciation	170,881	172,046	1,142,793
Impairment loss on noncurrent assets	-	12,622	-
Loss in conjunction with Antimonopoly Act	-	26	-
Gain on disposition of investment securities	-	(9,208)	-
Loss on valuation of securities	6,401	-	42,809
Decommissioning costs of nuclear power units	-	11,227	-
Loss on retirement of noncurrent assets	5,258	6,533	35,165
Increase (decrease) in provision for net defined benefit liability and asset	908	(2,126)	6,076
Decrease in provision for loss in conjunction with discontinued operations of nuclear power plants	-	(3,679)	-
Increase in contribution payable for nuclear reactor decommissioning	224,719	-	1,502,837
(Decrease) increase in asset retirement obligations	(284,724)	3,584	(1,904,132)
Increase (decrease) in reserve for water shortage	502	(164)	3,358
Interest and dividend income	(1,715)	(1,679)	(11,473)
Interest expenses	23,859	21,576	159,563
Share of profit of entities accounted for using equity method	(61,137)	(188,745)	(408,866)
(Increase) decrease in notes and accounts receivable - trade and contract assets	(25,447)	12,468	(170,183)
Increase in inventories	(43,812)	(57,612)	(293,004)
Decrease in notes and accounts payable - trade	(1,113)	(57,460)	(7,446)
Other, net	117,852	(21,010)	788,149
Subtotal	401,927	404,417	2,687,941
Interest and dividends received	13,839	12,006	92,553
Interest expenses paid	(22,671)	(20,727)	(151,618)
Payments in relation to the Antimonopoly Act	-	(27,555)	-
Income taxes paid	(91,750)	(24,066)	(613,593)
Cash flows from operating activities	301,345	344,074	2,015,283

	Millions of yen		Thousands of U.S. dollars
	March 31, 2025	March 31, 2024	March 31, 2025
Cash Flows from Investing Activities:			
Purchase of noncurrent assets	(272,541)	(248,666)	(1,822,651)
Payments on investments and loans receivable	(79,177)	(136,164)	(529,509)
Collection of investments and loans receivable	8,279	26,199	55,372
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(37,205)	(41,140)	(248,817)
Proceeds from purchases of shares of subsidiaries resulting in change in scope of consolidation	2,215	380	14,818
Payments for sales of shares of subsidiaries resulting in change in scope of consolidation	(14,491)	-	(96,915)
Proceeds from sales of shares of subsidiaries resulting in change in scope of consolidation	212	-	1,423
Other, net	940	11,059	6,287
Cash flows from investing activities	(391,767)	(388,330)	(2,619,992)
Cash Flows from Financing Activities:			
Proceeds from issuance of bonds	76,112	24,898	509,013
Redemption of bonds	(160,014)	(80,007)	(1,070,113)
Proceeds from long-term loans payable	312,361	322,262	2,088,954
Repayments of long-term loans payable	(145,998)	(159,926)	(976,382)
Proceeds from short-term loans payable	355,328	431,644	2,376,302
Repayments of short-term loans payable	(408,112)	(400,139)	(2,729,298)
Purchase of treasury shares	(1,507)	(57)	(10,082)
Cash dividends paid	(45,335)	(37,795)	(303,184)
Dividends paid to noncontrolling interests	(5,249)	(5,084)	(35,107)
Other, net	(5,235)	(8,710)	(35,012)
Cash flows from financing activities	(27,649)	87,084	(184,911)
Effect of exchange rate change on cash and cash equivalents	(600)	2,206	(4,012)
Net increase (decrease) in cash and cash equivalents	(118,672)	45,033	(793,633)
Cash and cash equivalents at beginning of this period	418,518	373,484	2,798,895
Decrease in cash and cash equivalents resulting from change in scope of consolidation	(7,379)	-	(49,350)
Cash and cash equivalents at end of this period	¥292,467	¥418,518	$1,955,910

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥149.53 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, “Chubu Electric Power Group Report 2025 (Integrated Report) Financial Section.”

Corporate Data (As of March 31, 2025)

Corporate Profile

Corporate name:	Chubu Electric Power Company, Incorporated
Headquarters:	1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan Tel: +81-52-951-8211 (Main)
Representative:	Hayashi Kingo, President & Director, CEO
Date of establishment:	May 1st, 1951
Capital:	¥430.7 billion
Number of employees:	3,289
Number of shares issued:	758 million shares
Number of shareholders:	244,861
Independent auditor:	KPMG AZSA LLC
Stock markets traded:	Tokyo Stock Exchange, Inc., Nagoya Stock Exchange, Inc. (Securities ID code: 9502)
Administrator of shareholder registry:	Mitsubishi UFJ Trust and Banking Corporation 4-5 Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan

Main Business Locations

Headquarters:	1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680
Shizuoka Regional Office:	2-4-1 Hontoori, Aoi-ku, Shizuoka 426-0064
Tokyo Office:	2-2-1 Uchisaiwai-cho, Chiyoda-ku, Tokyo 100-0011

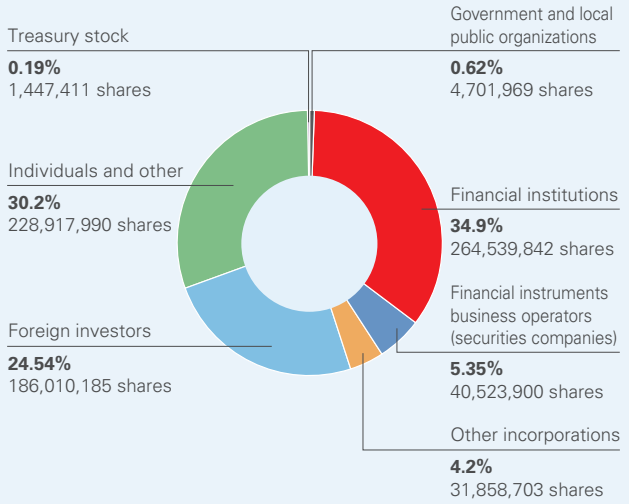
Overseas Offices

Washington Office	900 17th Street, NW, Suite 1220, Washington, D.C. 20006, U.S.A. Tel: +1-202-775-1960
London Office	2nd Floor, 210 High Holborn, London WC1V 7EP, U.K. Tel: +44-20-7409-0142
Doha Office	16th Floor, Salam Tower, Al Corniche P.O.Box 22470, Doha-QATAR Tel: +974-4483-6680

Number of Shares

Total number of authorized shares
.... 1,190 million shares
Total number of shares issued
..... 758 million shares

Composition of Shareholders



Principal Shareholders

Name	Number of shares owned (thousands)	Ownership percentage of total shares issued (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd.	113,897	15.05
Custody Bank of Japan, Ltd.	43,512	5.75
Meiji Yasuda Life Insurance Company	35,516	4.69
Nippon Life Insurance Company	18,735	2.48
STATE STREET BANK WEST CLIENT - TREATY 505234 (Standing proxy: Mizuho Bank, Ltd. Settlement & Cleaning Services Department)	18,374	2.43
JP Morgan Chase & Co.	18,051	2.39
Chubu Electric Power Employees Shareholders' Association	17,093	2.26
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd. Settlement & Cleaning Services Department)	11,903	1.57
JP MORGAN CHASE BANK 385781 (Standing proxy: Mizuho Bank, Ltd. Settlement & Cleaning Services Department)	9,390	1.24
MUFG Bank, Ltd.	6,887	0.91
Total	293,362	38.78

Note 1: The 386,000 shares held in the trust account related to the Board Benefit Trust (BBT) are not included in the treasury stock deducted from the total number of issued shares.
Note 2: The number of shares held by The Master Trust Bank of Japan, Ltd. and Custody Bank of Japan, Ltd. (113,897 thousand shares and 43,512 thousand shares, respectively) is related to their trust services.

Associated Companies (As of March 31, 2025)

Information on Chubu Electric Power Group (Japanese version only)

● Consolidated subsidiaries ◎ Affiliates accounted for under the equity method

Associated Companies of Chubu Electric Power Company, Incorporated

- ● CEPCO-R LLC
- ● JENEX, Inc.
- ● necolico LLC
- ● Chuden Telemetering LLC.
- ● Chuden KuraBis Co., Ltd.
- ● Chuden Real Estate Co., Ltd.
- ● Chuden Auto Lease Co., Ltd.
- ● Chubu Transportation Service Co., Ltd.
- ● Chubu Plant Service Co., Ltd.
- ● C-TECH CORPORATION
- ● Techno Chubu Co., Ltd.
- ● Chuden CTI Co., Ltd.
- ● ES-CON JAPAN Ltd.
- ● Picasso Co.,Ltd.
- ● Shijo Omiya Building Co., Ltd.

41 other companies

- ◎ TOENEC CORPORATION
- ◎ AICHI ELECTRIC Co., Ltd.
- ◎ TOKAI CONCRETE INDUSTRIES Co., Ltd.
- ◎ Chubu Telecommunications Co., Inc.
- ◎ Artemis Ⅱ-CMGT 1 GmbH
- ◎ Diamond Chubu Europe B.V.
- ◎ Bitexco Power Corporation

64 other companies

Corporate name: Chubu Electric Power Grid Co., Inc.
Headquarters: 1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan
Tel: +81-52-951-8211 (Main)
Representative: Shimizu Ryuichi, President & Director
Date of establishment: April 1st, 2020
Capital: ¥40,000 million
Shareholders: Chubu Electric Power Company, Incorporated 100%

Associated Companies of Chubu Electric Power Grid Co., Inc.

- ● CHUBU SEIKI Co., Ltd.
- ● Chuden Haiden Support Co., Ltd.
- ● Chubu Electric Power Ground Works Co., Ltd.
- ◎ SHIN-NIHON HELICOPTER Co., Ltd.

Corporate name: Chubu Electric Power Miraiz Co., Inc.
Headquarters: 1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan
Tel: +81-52-951-8211 (Main)
Representative: Kamiya Hironori, President & Director
Date of establishment: April 1st, 2020
Capital: ¥4,000 million
Shareholders: Chubu Electric Power Company, Incorporated 100%

Associated Companies of Chubu Electric Power Miraiz Co., Inc.

- ● C Energy Co., Inc.
- ● Diamond Power Corporation
- ● CEPO Handa Biomass Power Co.,Ltd.
- ◎ CD Energy Direct Co.,Ltd.

24 other companies
(of which, ● is 11 companies and ◎ is 13 companies)

◎ JERA Co., Inc.

JERA website

Official partner of Ghibli Park

In support of Ghibli Park's operation, Chubu Electric Power will assist the park in becoming a place that grows while being loved by visitors and local communities. In addition, Chubu Electric Power Miraiz provides "Green Denki" (CO_2-free electricity) to Ghibli Park within the grounds of Expo 2005 Aichi Commemorative Park, contributing to CO_2 emissions reduction.

Ghibli Park

Expo 2005 Aichi Commemorative Park (Moricoro Park)

Chubu Electric Power supports Ghibli Park. ジブリパーク

© Studio Ghibli

Chubu Electric Power Co., Inc.

1, Higashi-shincho, Higashi-ku, Nagoya 461-8680, Japan
Phone: +81-52-951-8211 (Main)
https://www.chuden.co.jp/english/

Published August 2025 Corporate Planning & Strategy Division