



Chubu Electric Power Group Management Vision 2.0

Accelerate Initiatives of the
Chubu Electric Power Group with a View Toward 2050

Summary Version

November 24, 2021

Chubu Electric Power Co., Inc.

Contribute to the Sustainable Development of Communities and Society through the Growth and Active Roles of Each and Every One of Our Human Resources

- Contribute to the sustainable development of local communities and society by providing diverse value through the growth and active roles of each and every one of our human resources.
- Achieve sustainable growth together with all stakeholders, starting from solving communities and society issues.

Changes in the business environment

Acceleration of policies for decarbonization

Transition to a regional circular economy

Expanding needs for safe and secure

Advance of DX*1

November 2021 Chubu Electric Power Group Management Vision 2.0 < Points >

Contribute to the sustainable development of local communities and society by providing diverse value to customers and society through the growth and active roles of each and every one of our human resources

Backcasting*2 that looks to 2050

March 2018
Chubu Electric Power Group Management Vision
(Previous Vision)

Added points in Management Vision 2.0

- Decarbonization of energy systems and social systems through coexisting and collaborating with local communities and infrastructure sectors
- Promote autonomous management by strengthening our human resources strategy and technology development

Accelerate from the Previous Vision

- Further expand self-distributed and circular systems and promote DX*
- Actualize a "new form of community" and accelerate the provision of it

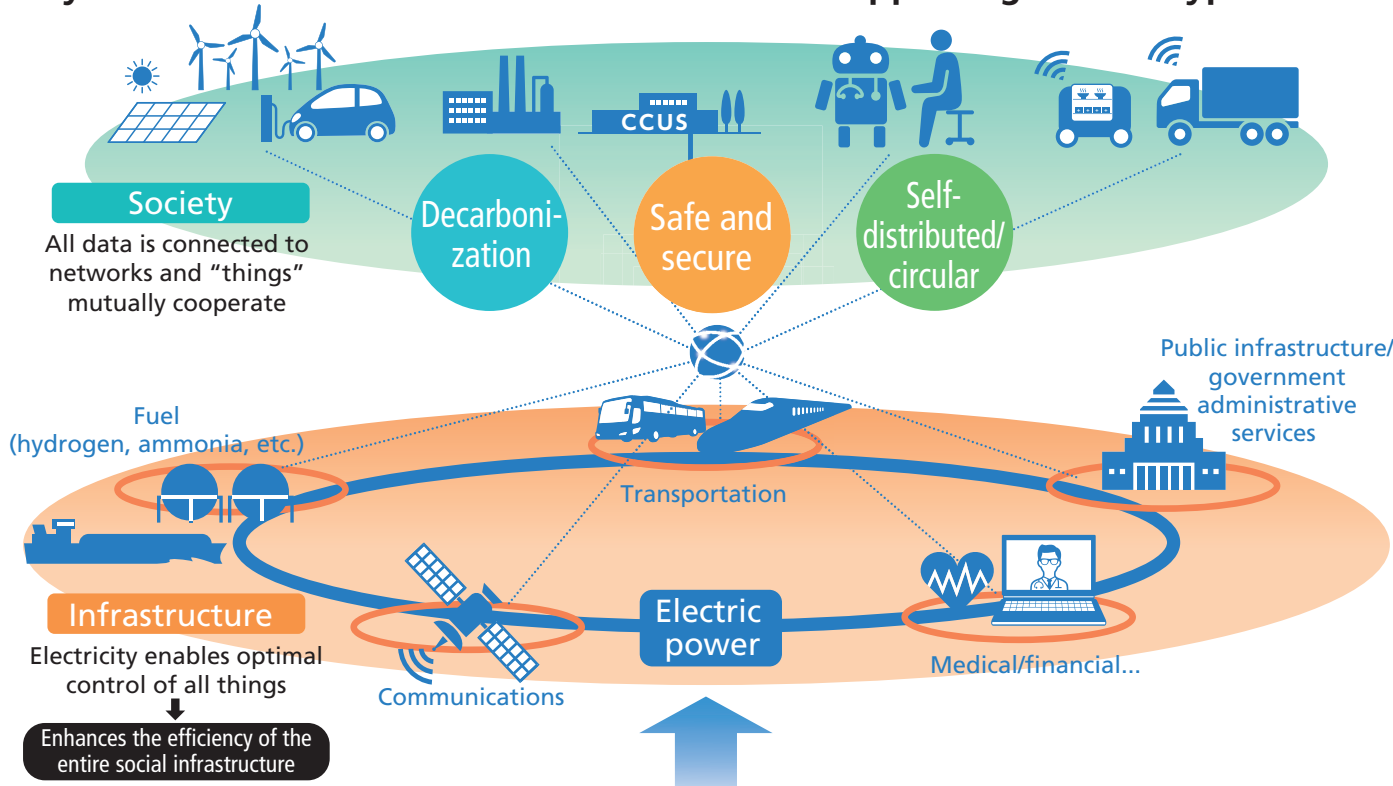
2030

2050

*1 Digital transformation *2 A method that involves looking back from an aspired social image and considering what needs to be undertaken starting from the present

Transformation of Society and Decarbonization and Sophistication of Electric Power Systems toward 2050

- Evolve into a “decarbonized”, “safe and secure”, and “self-distributed and circular” society in 2050.
- Contribute to the transformation of society through the decarbonization and sophistication of electric power systems that serve as the core infrastructure supporting various types of infrastructure.



Contributions by the Chubu Electric Power Group

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

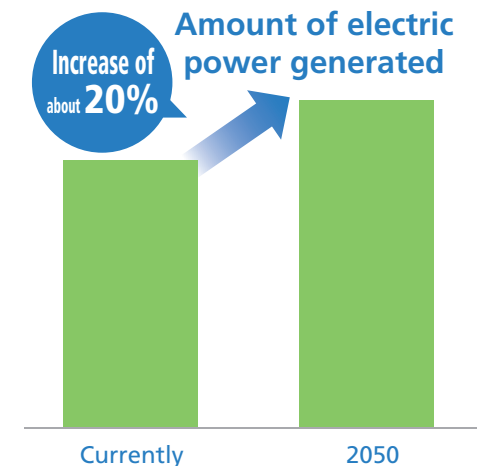
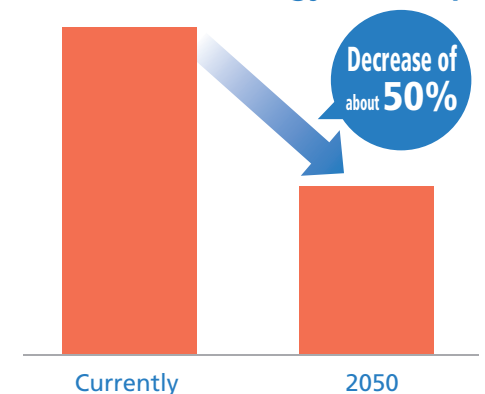
Coexistence with residents of the local communities

Working to achieve technological innovation and cost reductions in response to the increased costs of social transformation and also delivering new value-added services

Changes in energy demand, etc. in the Chubu region (currently → 2050)

* Chubu Electric Power Group's assumed values

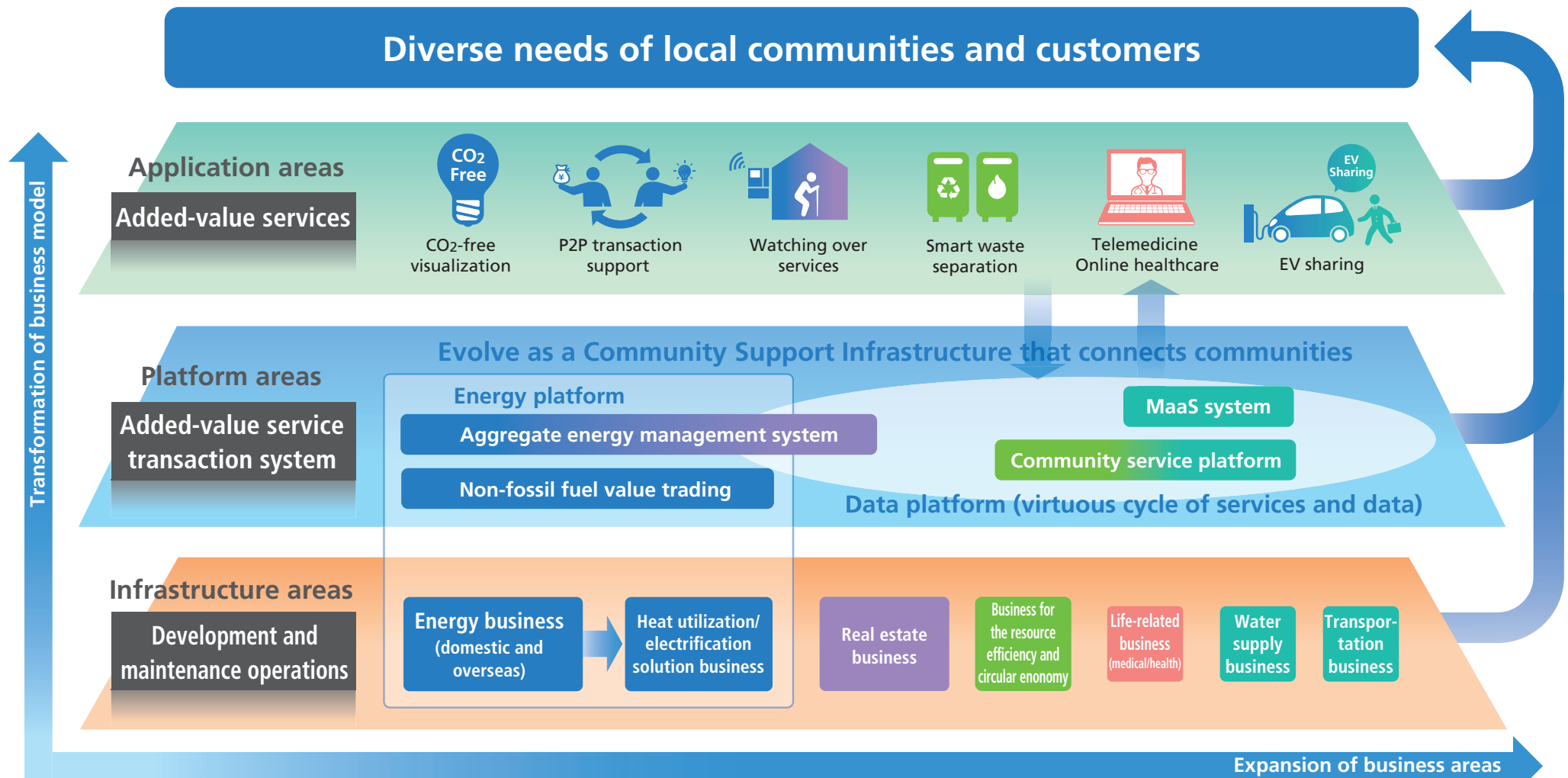
Amount of final energy consumption



Initiatives for 2030

–Expansion of Business Areas and Transformation of Business Model–

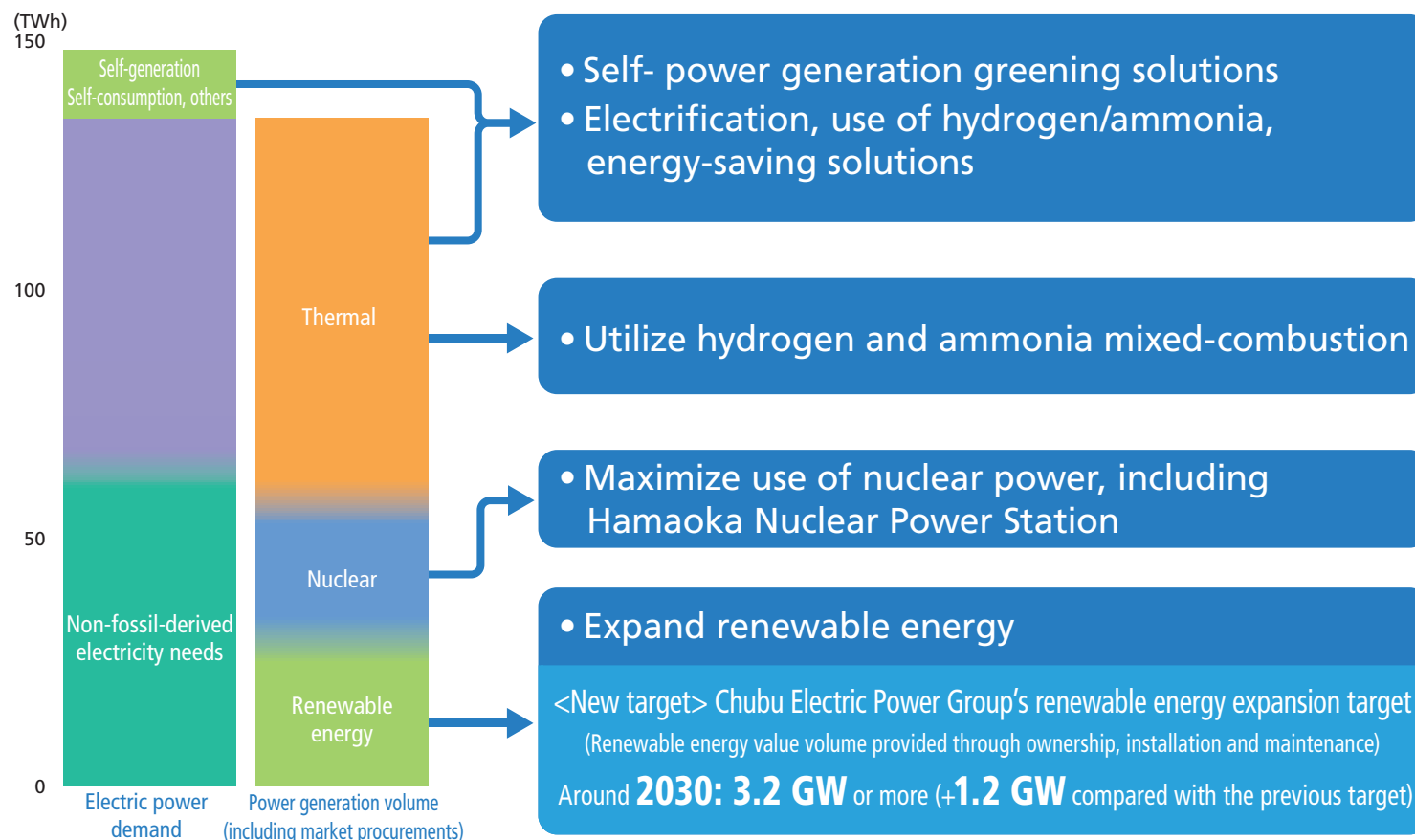
- **Expand business areas** such as real estate and business for the resource efficiency and circular economy in addition to the mainstay energy business.
- **Transform business models by accelerating efforts in the platform area** that mutually connects these businesses and in the **application area** that realizes the provision of high value-added services utilizing data.
- **Provide timely solutions in all areas** tailored to the diverse needs of local communities and customers.



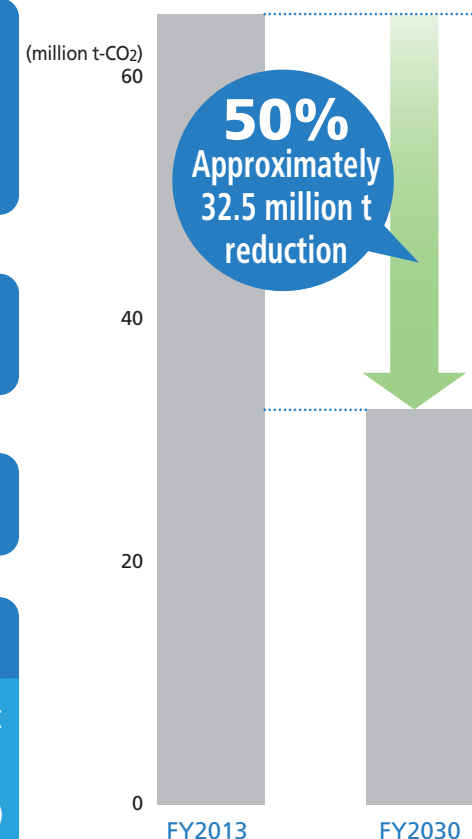
Deploying Energy Solutions Addressing Customer Needs

- Accelerate efforts for decarbonization in all areas such as expand the use of renewable energy, maximize the use of nuclear power, utilize hydrogen and ammonia mixed-combustion in thermal power generation, and expand energy-saving solutions.
- Regarding nuclear power, giving top priority to assuring safety, promoting communication with local residents to gain their understanding, and working toward the restart of the Hamaoka Nuclear Power Station.

Customer power demand and desired power source portfolio



CO2 emission reductions* toward FY2030



* Reduce emissions deriving from electrical energy sold by 50% or more compared with FY2013

Expanding New Value throughout Japan

- Attain our unchanging mission of “providing high-quality energy in a safer, more affordable, and more stable manner” while creating “new value” with the customer as the starting point and deploying its services nationwide.

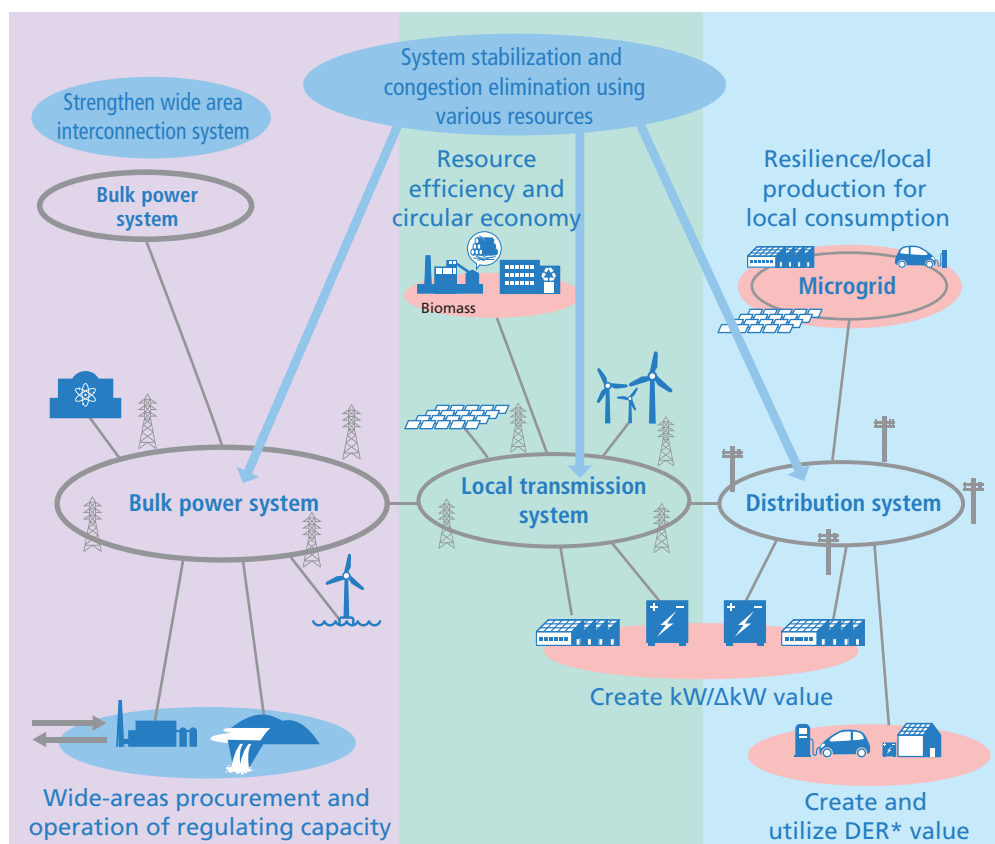
Attainment of Our Unchanging Mission

Simultaneous attainment

Creation of new value

Providing high-quality electricity at an affordable price

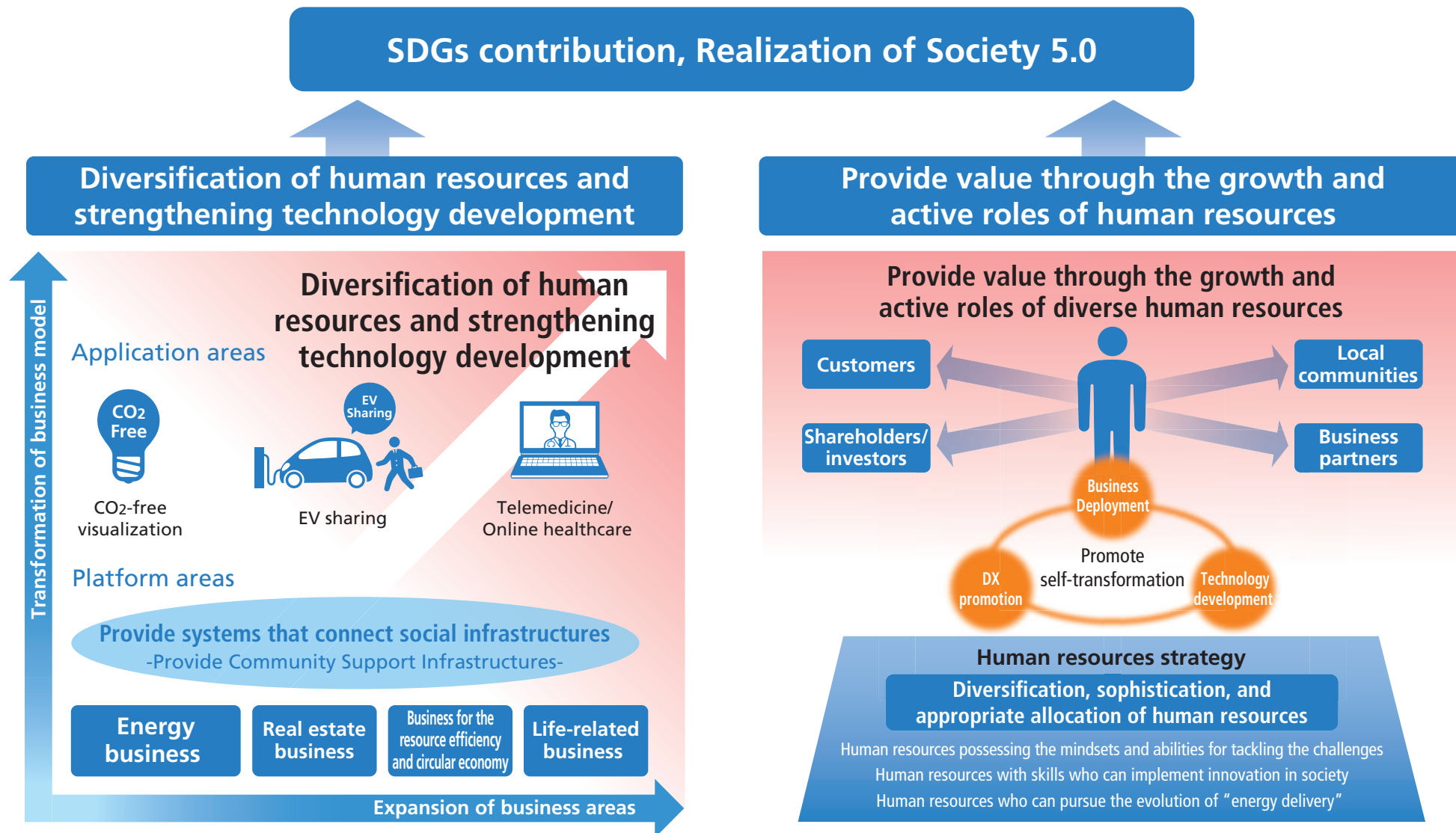
Nationwide deployment of various solutions of the Chubu Electric Power Group



* Distributed energy resources including renewable energy, EV, and storage batteries

Strengthen Human Resources Strategy and Technology Development

- Strengthen human resources strategy and technological development for expansion of business areas and transformation of business model.
- Contribute to the sustainable development of society through problem solving by promoting the growth and active roles of each and every one of our human resources, who are the essence of actual corporate value.



Accelerate Strategic Investments for Business Growth

- The Chubu Electric Power Group will steadily promote the initiatives of Management Vision 2.0 with the aim of **achieving consolidated ordinary income of 250 billion yen and realizing a well-balanced income portfolio.** (Profit targets unchanged from the Previous Vision)
- The Chubu Electric Power Group will continue to accelerate **strategic investments for business growth** upon considering financial stability and appropriately managing risks.

