## Chubu Electric Power Group Management Vision [Overview]

## 1 Introduction

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

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

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

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

Chubu Electric Power Group : "What We Aim For"

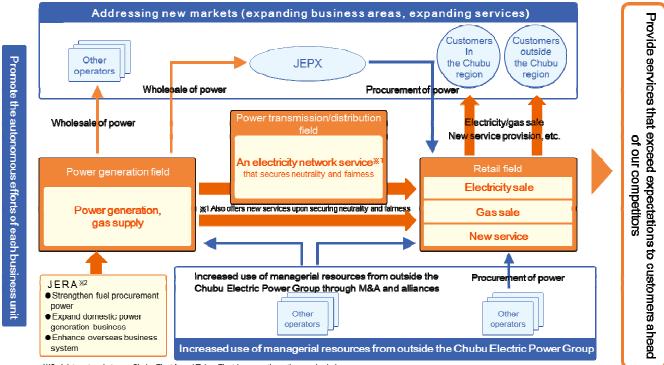
As a leading company that provides services that exceed expectations to customers ahead of our competitors, we will aim to become a "total energy service corporate group that is one step ahead."

#### New specific policies

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

#### 3 Development of a New Business Model

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



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

#### 4 Further Strengthening of Our Business Foundation <Strict enforcement of environmental management>

To achieve the power source mix\* that was presented in the government's Long-term Energy Supply-Demand Outlook, improve Japan's energy self-sufficiency rate and achieve greenhouse gas reduction targets, we intend to promote efforts toward the restart of nuclear power plants and seek continuous use of such plants, as well as enhance efforts in all stages of supply and demand such as promoting energy-saving, and continue to make efforts to realize a low carbon society. %Long-term Energy Supply-Demand Outlook (as of 2030)

[Energy-saving target] -17% vs before measures were taken [Power source mix] Renewable energy: 22–24%; nuclear: 22–20%; LNG: 27%, coal: 26%, oil: 3%

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

#### <Use and development of advanced technology>

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

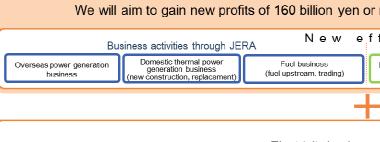
#### 5 Vision for Each Company

Under a strong sense of mission to "ensuring the stable initiatives toward realizing our vision for the company

Power generation field	Power transmission		
Pursue one of Japan's largest business scales and achieve globally top-class technological skills in order to survive in the global market	Respond to the trust and customers and support the by providing top-clase		
<ul> <li>Stable supply of internationally competitive energy to customers</li> <li>Expand business by securing power sources and gas sources outside the Chubu region</li> <li>Expand overseas power generation &amp; energy infrastructure business and business based on fuel procurement</li> <li>Increase the use of renewable energy</li> </ul>	Stable supply of high qualit reasonable form     Realize an advanced elect     Contribute to efficient use of energy business		
A strong sense of mission to "ensuring the stable supply of energy" that			

6 Quantitative Vision for Chubu Electric Power Group in 2030

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



Electricity business (Chubu region)

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

# February 23, 2016 Chubu Electric Power Co., Inc.

e supply of energy," in each field. ion/distribution field	we will promote autonomous		
nd high expectations of our ne development of the region lass network services	Continue to be chosen by customers by providing total energy services centered on gas and electric power		
ality electricity in a safe and	<ul> <li>Provide the best services that further enhance customer satisfaction</li> </ul>		
ctricity network service e of energy and offer new	Engage in new initiatives ahead of competitors		
e of mission			
at is shared by all business units of the Chubu Electric Power Group			

Expand business scale based on the electricity business