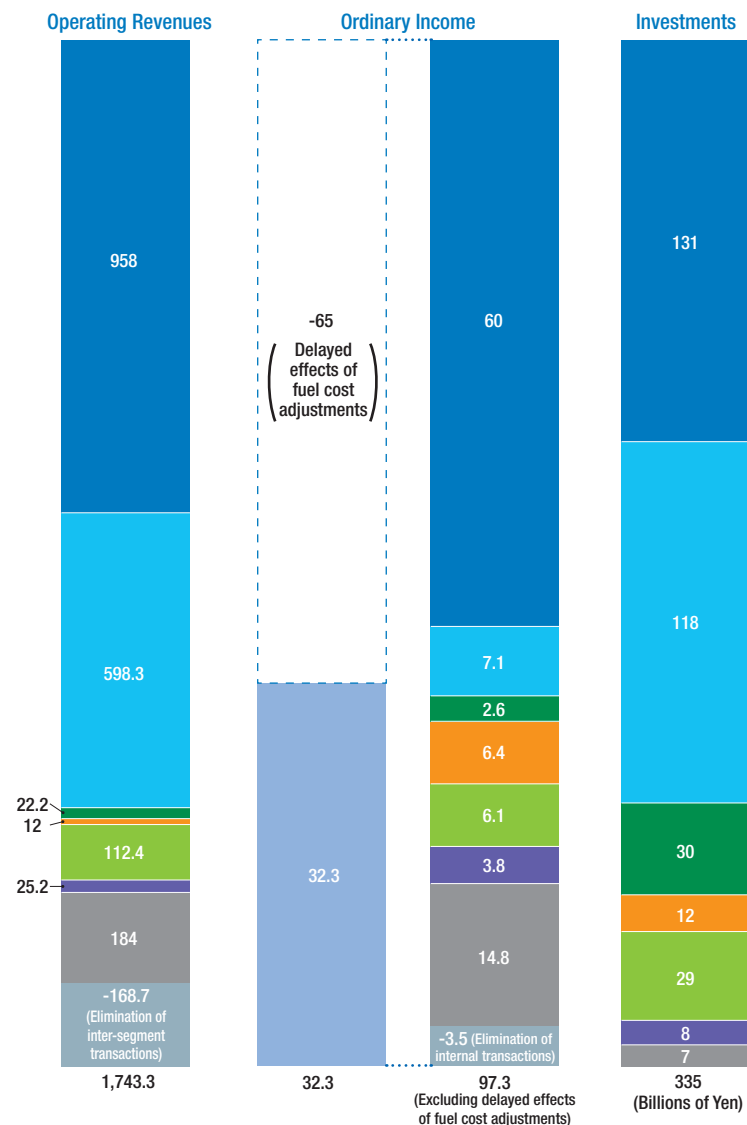


Strategies by Business

Business Snapshot

Domestic Electricity Business	Power Generation & Sales	<p>We are pursuing an optimal energy mix for our power generation based on the S+3E perspective while also developing projects and operating our power stations in a way that will help us achieve carbon negativity as early as possible before 2050, working to make renewable energy a primary power source and maximizing the use of nuclear power.</p> <p>We are also strengthening our fuel procurement capabilities through active involvement in the fuel value chain to reduce fuel prices and improve flexibility in fuel procurement.</p> <p>In terms of sales, we have been developing proposals for renewable energy rate plans in response to growing demand for decarbonized electricity.</p>
	Transmission & Distribution	<p>We reliably deliver electricity from thermal and other power stations as well as from renewable energy sources such as solar and hydro power to our customers' homes and factories, connected through transmission and distribution lines. Through efficient facility formation and proper inspection and repair work, we are working to reduce power outage incidents and improve the quality of our electricity, as well as to expand the further introduction of renewable energy.</p>
Growth Businesses (excl. domestic electricity business)	Renewable Energy Business	<p>The Kyuden Group, led by Kyuden Mirai Energy Co., Inc. established in 2014, develops and operates all five main renewable energy sources: solar, wind, hydro, geothermal, and biomass.</p> <p>The renewable energy business is an area where we can utilize the development and operational know-how we have accumulated over the years, and in which societal expectations are high in terms of achieving carbon neutrality. As such, we have positioned it as one of our growth businesses and are actively promoting the development of projects both in Japan and overseas, including geothermal and hydroelectric power projects where our strengths lie, as well as offshore wind power projects which have great development potential.</p>
	Overseas Business	<p>We are developing energy-related businesses in countries around the world by utilizing the technologies and know-how in the electric power industry the Kyuden Group has accumulated in Japan and overseas. With an eye on future market expansion, we have positioned these businesses as some of our most promising growth businesses, and are actively promoting the expansion of the areas and business domains in which we operate.</p>
	ICT Service Business	<p>We provide ICT services by leveraging upon the strengths the Kyuden Group has accumulated through its electric power business, having developed technologies and expertise by operating and maintaining highly reliable telecommunications networks and information communication systems to support the stable supply of electricity.</p> <p>As demand is expected to grow alongside the push for digital transformation of society, the Kyuden Group has positioned the ICT service business as one of our growth businesses and is moving forward with Group-wide initiatives in this area.</p>
	Urban Development Business	<p>We engage in urban development, real estate, and social infrastructure businesses by leveraging the knowledge and experience we have accumulated through our business activities to date, including in the energy, civil engineering and construction, real estate management, and ICT sectors. As these businesses are expected to generate synergies with our electric power business, such as increased electric power demand through regional development, we have positioned urban development as one of our growth businesses and are promoting relevant initiatives.</p>
	Other Businesses	<p>We offer other energy services to meet our customers' various energy-related needs, including plant design, construction, maintenance, and operations to help provide a stable supply of electricity, as well as gas and LNG sales.</p> <p>We are also involved in the paid elderly nursing home business, the administrative services outsourcing business, and the temporary staffing business.</p>

Breakdown of Key Metrics by Business Segment (FY2021)



Note: The breakdown figures and totals may not match due to rounding.