May 2025
Kyushu Electric Power Co.

# Questions and Answers at the Business Overview Meeting (May 22)

1. Date and Time: Thursday, May 22, 2025, 10:00 a.m. - 11:40 a.m.
2. Respondent:
   - Masaru Nishiyama, Senior Managing Executive Officer, Director of Energy Service Business Headquarters (Scheduled to assume office in June 2025, President & Chief Executive Officer)
   - Takashi Nakano, Senior Managing Executive Officer, Director of Operation Division within Business Solutions Headquarters
   - Hiroto Kido, Executive Director of Corporate Strategy Division

3. Questions and answers

**Q** Securities Analyst A

- The company's new vision includes a dividend policy. Could you clarify the reasoning behind this policy? The wording suggests a focus on balancing strengthening financial stability and shareholder returns, but it's unclear what the main priority is. The phrase "in the near term, decisions will be made with a focus on balancing the strengthening of our financial foundation" implies there are no immediate dividend hikes? Also, the dividend policy states that the company will raise dividends from 50 yen per share after achieving certain management goals—does this mean waiting until ordinary income approaches around ¥180 billion?
- Furthermore, what is the difference between the statement about "future dividends based on Energy Services and Growth Businesses performance" and the 2030 dividend policy? Is this looking beyond 2030?
- Given the ongoing inflation, stable dividends are increasingly viewed as a real-term reduction. And the trend toward dividends based on payout ratios or debt equivalency (DOE), why did you develop this particular dividend policy?

**A** Mr. Kido

- The policy was initially based on the goal of restoring the dividend to 50 yen by FY2025, as soon as the company's capital ratio reached around 20%. This was achieved in FY2024.
- The original idea was to respond to shareholder expectations after a period of no dividends following the Great East Japan Earthquake, and to do so despite our financial weak position compared to other utilities, by leveraging preferred shares and hybrid bonds to quickly boost equity.
- Interest-bearing debt has increased due to investments in nuclear safety measures ahead of other

companies (as Kyushu Electric was the first company to restart its nuclear power plants after the earthquake). Furthermore, there is a possibility of further increases in interest-bearing debt due to investments related to carbon neutrality raising concerns about rising interest expenses amid market rate increases. Our equity capital includes preferred shares and hybrid bonds with a fixed term, and the rising interest rates are expected to increase the instability of the future replacement environment. Therefore, it is necessary to accumulate equity capital while considering the possibility of redemption of these instruments. From this perspective, we have organized our goal to stably secure an equity ratio of over 20% by FY2030. While maintaining the 50 yen dividend to meet the expectations of shareholders and investors, we aim to strengthen our financial foundation.

- Regarding dividend increases beyond 50 yen, if the company can achieve both the FY2030 target of ¥180 billion in consolidated ordinary income and a stable equity ratio of 20% or more (considering the potential redemption of preferred shares among others), it will consider increasing dividends while taking into account the medium- to long-term financial situation.
- As for the statement regarding future dividends based on Energy Services and Growth Businesses performance means that after achieving the increase in dividends from 50 yen, we will consider the profit growth of each business after FY2030, incorporating quantitative indicators such as the dividend payout ratio.

**A** Mr. Nishiyama

- Shareholder returns are indeed very important. The company has already paid a 50 yen dividend earlier than some peers, supported by stable nuclear operations and improved equity ratios. We implemented a 50 yen dividend when we had a prospect of achieving an equity ratio of around 20%, even before reaching the 20% target. We were the third fastest to restore the 50 yen dividend, following Chubu Electric Power and Kansai Electric Power.
- As Mr. Kido mentioned, when we restored the 50 yen dividend, the benchmark was an equity ratio of around 20%, including hybrid bonds and preferred shares. However, with inflation progressing, we need to consider the perspective of what happens if there is no replacement of preferred shares and hybrid bonds. While the company hasn’t explicitly shown quantitative targets for dividend increases, it’s willing to consider early increases if the financial situation, especially the 20% capital ratio, is sustainable. We hope you have confidence in our dividend strategy based on our past performance.
- Looking further ahead, as our Growth Businesses continue to expand steadily, I believe we must present a dividend policy that includes quantitative indicators.
- The company intends to maintain at least a 50 yen dividend as a baseline, unless there are significant changes. Future increases based on financial health and performance indicators we just mentioned.

**Q** Securities Analyst A

- The FY2025 recurring profit forecast is ¥160 billion yen, close to the ¥180 billion target, suggesting the target is achievable. With the review of the business portfolio, there might be some profit adjustments between different businesses. However, the profit outlook for the Energy Services Businesses appears stagnant at around ¥90 billion, despite demand growth in Kyushu and recent electricity rate adjustments. Do you expect the Energy Services profit to remain flat through 2030? What are your expectations for this segment?

**A** Mr. Nishiyama

- Based on the numbers alone, it may appear that there is limited growth potential in the Energy Services Business.
- As mentioned earlier, inflation and interest rates are significant sources of uncertainty. Given our high level of interest-bearing debt, interest payments are a concern. The foundation for expanding the energy services business lies in the establishment of semiconductor-related factories and data centers. We also need to prepare low-environmental-impact energy sources, which requires capital investment. Equipment and material costs are rising, so even maintaining current operations incurs higher costs.
- Additionally, for industries such as semiconductors, data centers, and automobiles, the impact of tariffs and other factors remains unclear. While we expect electricity demand to grow beyond the projections published by the Organization for Cross-regional Coordination of Transmission Operators, and there are upsides such as demand growth and retail electricity rate adjustments, the ordinary income target for FY2030 remains close to the current level due to one-off and uncertain factors.
- That said, with expectations of another hot summer and other non-industrial demand drivers, we do see potential for growth. As a member of the Energy Services Business Headquarters, which oversees the Energy Services Businesses, I believe the environment is becoming more favorable for positioning this business as a growth area. We are discussing ways to expand it further. However, since we must present responsible figures, we have currently set the target at ¥90 billion.

**Q** Securities Analyst A

- Regarding governance strengthening, the company has announced plans for asset replacement and balance sheet optimization. Being the new CEO, how serious is your commitment to governance strengthening? I assume preparations for transitioning to a holding company (HD) structure are also underway.

**A** Mr. Nishiyama

- This is a serious initiative. The goal of becoming a HD is to enable more autonomous and efficient management of each business segment, allowing for better resource allocation and growth.
- Deciding how to allocate resources across businesses becomes critical, and this will be one of the most

important functions of HD governance. If certain businesses underperform, its resource allocation will be reduced, and in some cases, the business may be transferred to a different owner outside the Kyuden Group. Therefore, we are asking each business to simulate how to develop their business from now on.The leadership is committed to this transformation, seeing it as essential for future growth.

**Q** Securities Analyst B

- I would like to understand the intention behind the phrase “secure a stable equity ratio of 20% or more” in the new management vision. What is the company’s long-term plan as there are no targets or reference indicators for FY2035 listed? While the 20% level is nearly within reach when including hybrid bonds and preferred shares, how much further do you aim to build up equity? Are you aiming for 25%, 30%? Or do you consider 20% to be a sufficient level, and intend to replace hybrid bonds and preferred shares with common equity to achieve a 20% ratio in terms of pure equity?
- Why did you choose not to set specific quantitative targets like payout ratios or DOE for your dividend policy?

**A** Mr. Kido

- As I mentioned earlier, our current equity ratio includes preferred shares and hybrid bonds. In light of rising interest rates, it is necessary to consistently maintain an equity ratio of 20% or higher. And we do not think that 20% is sufficient even excluding preferred shares and hybrid bonds. Looking ahead to 2035, the environment will be more uncertain, and as we actively engage in growth businesses, risks increase, and the necessary risk buffer also increases. The company plans to increase its capital buffer, aiming for example around 25%, considering the increasing risks.
- Regarding dividends: The initial ¥50 yen dividend was set early to restore shareholder trust after a period of no dividends. While our current equity ratio, including preferred shares and hybrid bonds, is around 20%, we have not yet reached a stable state where we can consistently maintain over 20% as outlined in our vision. Up to now, we have aimed to restore the ¥50 dividend, but going forward, we will target a stable dividend with ¥50 as the minimum. Once we can clearly see a situation where we can consistently maintain an equity ratio of over 20%, we would like to set quantitative targets. Internally we discussed options such as introducing DOE (Dividend on Equity) or setting a payout ratio based on profit growth, but at this point, we are not in a position to present specific quantitative targets.

**Q** Securities Analyst B

- From the perspective of considering diverse financing methods, is it possible to not simply redeem preferred shares and hybrid bonds, but to replace them and treat them as part of core equity? Or, do you believe that because preferred shares and hybrid bonds are special instruments, and it is better not to hold them at all?

**A** Mr. Kido

- Given the redemption timing and interest rates of our currently held preferred shares and hybrid bonds, we believe there are risks under current market conditions. Because interest rate fluctuations can have a major impact, we believe it is essential to consistently maintain an equity ratio of over 20%. This is a separate issue from whether or not we redeem the currently held preferred shares and hybrid bonds.
- Additionally, as a capital policy, I do not think that equity capital consisting only of common shares is correct, so it is necessary to consider it according to the situation. I believe it is necessary to stably secure an equity ratio of over 20% so that our options are not narrowed at the time of redemption.

**A** Mr. Nishiyama

- Hybrid bonds and preferred shares are financial instruments we have traditionally utilized, and we do not view them negatively. Given the general rise in interest rates, there may be a need to replace them, and we must consider the necessary level of equity capital based on this.
- I would like to take this opportunity to mention that we are not considering issuing new shares at all.
- We must formulate our capital policy while keeping an eye on market conditions. If we accumulate the recurring profits targeted in our plan, we can raise our equity ratio, and within that context, we will consider how to handle preferred shares and hybrid bonds.
- Regarding dividends, the term “stable dividend” can be vague, as it is unclear what exactly constitutes “stable.” In this management vision, we presented a quantitative target of ¥50, and in the future, we aim to go beyond that. While we cannot make a firm commitment due to the business environment, but when the timing comes to further increase dividends, I personally would like to present quantitative targets such as DOE or payout ratio.

**Q** Securities Analyst C

- Regarding strategic investments, there is a plan for approximately ¥2.5 trillion over 11 years. How much has been decided so far?
- The new management vision includes development and installation of next-generation innovative reactors. It was also covered in some reports, but I would like to hear your thoughts on Kyuden's nuclear power replacement.
- The adjustment of electricity rates has been gradually implemented since April this year. What is the progress and how is it incorporated into this fiscal year's performance outlook?

**A** Mr. Kido

- Regarding strategic investments: Carbon-neutral investments, totaling ¥1.5 trillion, cover nuclear power improvements, renewable energy projects, inter-regional interconnection lines, and the new Hibiki LNG thermal power plant. It also includes future investments in hydrogen/ammonia co-firing and battery storage. Growth investments, excluding renewable energy, will focus on overseas businesses, ICT services, urban development, M&A, and DX, amounting to approximately ¥1 trillion. We currently have no concrete M&A investment plans. The total planned investment is around ¥2.5 trillion, with an annual average of over ¥200 billion.

**A** Mr. Nishiyama

- Second, regarding nuclear power replacement: After announcing our management vision on May 19, there were some inaccurate media reports regarding nuclear replacement. I would like to take this opportunity to clarify our position. We consider nuclear power to be a very important power source, and not only for semiconductor companies and data centers, but also for environmentally conscious customers who are undoubtedly increasing. On the other hand, as you all know, investments related to nuclear power are quite large, and if we were to build new plants, the costs would be higher than what we have spent on nuclear power construction in the past. Nuclear power has a long construction period, and under the current system, there is no return during the construction period. This makes financing difficult, and from the perspective of ROIC, which we emphasize, FID (Final Investment Decision) is challenging.
- At this stage, our priority is to maximize the use of our existing nuclear assets. Our task is to shorten the regular inspection period, extend the interval between regular inspections, and replace steam turbines to increase the kWh and utilization rate of nuclear power plants. In doing so, we first need to show the local community that we are operating stably To the government, we will explain that nuclear power is essential for revitalizing Japan’s economy, and that appropriate support is needed. Once the business environment is in place, we will consider whether to proceed with new construction.
- Currently, no specific replacement projects or sites have been decided. While locating SMRs near semiconductor plants or data centers may be an option, we are still evaluating various possibilities. Since our current focus is on maximizing existing nuclear assets, we did not highlight this topic in the presentation materials.
- Regarding electricity rate adjustments, we were very concerned about customer reactions as the outlook was for rates to increase for many customers. In fact, we heard stories of our corporate sales representatives received tough feedback and visiting customers many times for negotiations. Although we cannot provide specific numbers, the electricity market is relatively stable, and some price-sensitive customers may have left. However, many customers have stayed with us, remembering our efforts during past market spikes and recognizing that Kyuden’s rates remain lower than in other regions. We cannot disclose exact numbers due to competitive reasons.

**Q** Securities Analyst D

- Regarding the reference indicator "ROE around 10%." Since the ordinary income target for FY2030 has been set, net profit can also be calculated. When reverse calculating, continuing the 50 yen dividend alone does not reach an ROE of around 10%. Does this mean that the ROE is shown as a reference indicator without numerical backing? Or, since ordinary income and ROE are set as targets or reference indicators, do you plan to increase shareholder returns? To what extent does the company plan to manage equity capital to achieve around 10% ROE?

**A** Mr. Kido

- Regarding equity capital, we calculate it excluding preferred shares and hybrid bonds, regardless of whether they will be redeemed. Our plan is built on achieving all three: an ROE of around 10%, maintaining a stable equity ratio of 20% or higher, and ordinary income of ¥180 billion by FY2030. As of FY2030, we aim to build up ordinary income to ¥180 billion.
- Given shareholder and investor expectations, we believe an ROE of around 10% is necessary. Based on these factors and the capital at that time, we have set financial targets and reference indicators.

**Q** Securities Analyst D

- Just to confirm—although no final decision has been made regarding the redemption of preferred shares, should we interpret the reference indicator “around 10% ROE” as being based on the assumption that preferred shares may be redeemed by FY2030?

**A** Mr. Kido

- Regardless of whether the preferred shares are redeemed or not, they are excluded from the ROE calculation. There are various ways to calculate ROE, but currently, we are using a method that excludes preferred shares.
- Specifically, redemption of preferred shares may begin in 2031. While there is a slight discrepancy between FY2030 and FY2031, we assume that both preferred shares and hybrid bonds may start being redeemed around FY2030, and therefore we calculate equity excluding both.

**Q** Securities Analyst D

As a KPI, the company aims to raise the nuclear power plant utilization rate from 80% to 90%. How much of this improvement will come from self-efforts versus negotiations with regulators? How will this impact profits in the Energy Services segment by 2030?

**A** Mr. Kido

- The current nuclear power plant utilization rate is estimated at around 83–84%, and the goal is to raise it by approximately 5%, mainly through upgrades like replacing turbines and shortening inspection periods.
- A specific measure is to replace the steam turbine at the Genkai Nuclear Power Plant with a more efficient

model. Although the detailed schedule has not been finalized and the exact improvement in capacity factor is not yet known, a significant enhancement is expected.

- In addition, efforts such as shortening the duration of periodic inspections and extending the intervals between them are being coordinated through ATENA (Atomic Energy Association), which includes the Nuclear Regulation Authority and electric power companies. Discussions are progressing with on-site demonstrations, such as online maintenance trials at other plants. Based on this, the KPI assumes that the capacity factor will increase after 2030 and this will boost profits.

**A** Mr. Nishiyama

- Regarding your use of the term “negotiation” with the regulatory side in your question, I consider it more a matter of “validation.” In the United States, online maintenance is already being implemented, and the intervals between periodic inspections have been extended, so technically it is feasible. However, in Japan, we must take into account Japan’s unique geographical conditions and the fact that the Fukushima Daiichi nuclear accident actually occurred following the Great East Japan Earthquake, which has led to public concern about nuclear power.
- Given this context, we are now at the stage of considering how to make the most of nuclear power in a rational manner that also gains the understanding of local communities. I believe that regulators, government authorities, and operators all share the same direction in this effort.

**Q** Securities Analyst D

- With the new management vision, has your stance on financials essentially changed? Historically, Kyuden aimed for a capital ratio of about 20%. Even if that wasn’t fully achieved, the company proceeded with dividend increases (to 50 yen) once roughly at that level, aiming to meet market expectations. This approach, based on past track records, has built trust among investors.
- Looking back over the past 3–5 years, the explanation in the new management vision—that it avoids setting quantitative targets due to rising interest rates and inflation—comes across as somewhat defensive. While the materials don’t suggest a major shift in thinking, I’d like to understand whether this more cautious posture in response to inflation and interest rate trends is strongly reflected in the new vision. What is the company’s current stance on this?

**A** Mr. Nishiyama

- I believe our stance on financials hasn’t changed significantly.
- Concern about finances isn’t necessarily a defensive move. We view investments in growth areas as aggressive rather than defensive. The company’s strategy is to pursue growth through investments, even amid inflationary and interest rate concerns. We believe that, with stable earnings, we can continue strengthening our equity base. However, at this moment, setting specific quantitative dividend targets is

difficult. I believe that the awareness of the importance of finance has increased, but that our stance has not changed.

**Q** Securities Analyst E

- The 10-year vision includes FY2030 recurring profit targets, but there are no detailed three- or five-year medium-term plans. Are there plans to release 3- or 5-year medium-term management plans by next fiscal year?
- The reason is that while the 10-year vision provides detailed numbers, the shorter-term plans lack sufficient data—such as three- or five-year cumulative operating and investment cash flows or renewal investments. Will there be a subsequent management plan following this vision?

**A** Mr. Kido

- Currently, we've just released our long-term vision. Our medium-term management plans (MTPs) are typically developed for five-year periods, with a rolling update, but we haven't publicly disclosed detailed plans yet. When significant changes occur in our financial or strategic environment, we will provide detailed explanations. Regarding the transition to a holding company (HD) structure, we may need to communicate details at that time, depending on circumstances. For now, we have no plans to release a specific 3- or 5-year plan.

**Q** Securities Analyst E

- If you don't plan to release a 3- or 5-year medium-term plan, your current level of disclosure feels insufficient.
- The 10-year vision states that maintaining a stable dividend of 50 yen is fundamental, with potential for future increases. But if the next increase is expected only after 10 years, That neither of us will be in our current position by then.
- The 10-year vision, while admirable, but as a 3- or 5-year medium-term plan, it is insufficient and might discourage new investors from buying Kyuden's stock. Future investor communications will likely be limited to annual and semi-annual reports.
- I encourage you to reflect—through dialogue with investors—on what messages may be missing or misunderstood in this vision.
- For example, regarding preferred shares, I understand their redemption isn't decided yet, but whether they are included in ROE calculations is significant. If preferred shares are excluded from the ROE calculation, that should be clearly stated, especially for first-time investors who might not understand the nuances. Also, the fact that Kyuden has worked hard on dividends in the past is irrelevant to those investing in the company for the first time.
- I hope you will actively gather feedback and communicate Kyuden's strengths more effectively through investor dialogue.

**Q** Securities Analyst E

・ Next, I'd like to get a sense of your investment outlook. Since it is difficult to foresee the impact of inflation, please tell me the level of maintenance and renewal investment as far as you can understand at present.

**A** Mr. Kido

・ So far, we have talked about a total of about ¥400 billion at present, and that it will settle down in the future. When we add up the investment amount in the current medium-term plan, including the impact of inflation, the outlook is that the investment of over ¥400 billion yen will continue for the time being. Previously, I think I answered about ¥400 billion yen, but the outlook is that it will continue for several years to be in the mid-¥400 billion range. This includes the impact of inflation and strategic investments such as nuclear power and renewable energy. That said, we are targeting ¥360 billion in investment cash flow by FY2030, and we are planning accordingly to move toward that level.

**Q** Securities Analyst E

・ Of the ¥400 billion-plus annual investment level, how much is allocated to maintenance and renewal of equipment? Or, is it fair to assume that ¥200–250 billion of that amount is for strategic investments?

**A** Mr. Kido

・ Investments outside of strategic areas are generally for stable supply. While the definition of "maintenance and renewal" can vary, if we divide the total into strategic and stable supply-related investments, slightly more than half of the ¥400 billion-plus is for stable supply. This portion has been rising, partly due to inflation.

**Q** Securities Analyst E

・ Your strategic investment plan outlines ¥2.5 trillion over 11 years, but I understand this does not include potential investments in new nuclear development. If such projects are added, the overall story would change. Personally, I believe that within the ¥2.5 trillion, you could scale back growth investments, such as the ¥1 trillion allocated to growth and the portion for renewables under carbon neutrality in the first five years, and instead focus on reducing interest-bearing debt.

・ In general, utility companies don't say carbon-neutral investments are profitable, but rather we need funding to do them, so we won't increase dividends. Some gas companies have even reduced shareholder returns to fund decarbonization.

・ While the new long-term vision is broadly acceptable, if financial health is a concern, why not take a more focused approach over the next five years? For example, continue investing in maintenance and nuclear, but limit growth investments to those with an ROIC of 7–8% or higher.

・ Reduce investments other than maintenance and renewal as much as possible, and prioritizing financial strength, you could aim to reach a 20% equity ratio sooner and create a strategy that allows for dividend increases in ¥5 increments.

**A** Mr. Nishiyama

- That line of thinking is certainly a valid strategic option.
- Regarding renewables, we do not invest in them unless they are profitable. While renewables are currently facing headwinds, we believe the next growth area will be offshore wind—especially floating offshore wind. The market is still developing, and no clear leader has emerged. If we were to pause investment for five years to focus solely on strengthening our financial base, we might miss the opportunity to enter that market. So while the ¥2.5 trillion strategic investment plan includes both high- and low-certainty projects, we see renewables as a core strength of the Kyuden Group. That's why we are consolidating all renewable assets under Kyuden Mirai Energy. Expanding our renewable business is a key strategy, and we only invest when profitability is expected.
  If the renewable business were not profitable, we would reconsider our investment approach. But to ensure profitability, Kyuden Mirai Energy is not only generating electricity—it is also building a sales team to sell electricity at higher prices. We are also working on an asset recycling model: taking on initial development risk, then selling projects at a premium. For now, we still intend to allocate a certain degree of investment towards growth investments.

Q Securities Analyst E

- Is the ¥47 billion in ordinary profit from renewable energy in 2030 highly certain?

**A** Mr. Nishiyama

- That's right. One reason is that geothermal has already been transferred, and hydro will be transferred soon. Also, when visiting customers in sales, the number of customers wanting renewable energy electricity is increasing. Considering that last year's geothermal auction drew strong interest, we believe this electricity can be sold at higher prices than before, and we believe the ¥47 billion profit target is highly achievable.
- Going forward, the outlook for offshore wind will also be a key factor.

**Q** Institutional investor

- How will the new lease accounting standards affect your management targets, especially ROE and capital ratio? The new standards will likely increase total assets in the form of right-of-use assets, so how do you plan to handle this? Is this a minor technical issue or a significant concern?

**A** Mr. Nakano

- We are analyzing the impact with consulting firms on a case-by-case basis. Overall, we expect the overall impact to be minimal. While we cannot provide specific figures now, we believe it won't significantly affect the equity ratio.

**Q** Institutional investor

- Regarding your supply chain GHG emissions intensity target, could you explain the calculation method and the background? In the past I believe emissions were reported as absolute data, so please explain the background for introducing the GHG emission intensity.

**A** Mr. Kido

- Traditionally, as a power utility, we have focused on minimizing $CO_2$ emissions per kilowatt-hour.
- Until recently, especially after the earthquake, we had assumed flat demand and disclosed only total emissions. However, as you know, demand in Kyushu is now expected to grow due to the expansion of data centers and semiconductor factories.
- Given this shift, we felt it was more appropriate to revise our targets to emphasize emissions intensity per kilowatt-hour, which better reflects our power mix strategy. Additionally, when customers ask how using our electricity affects their own emissions, the discussion naturally turns to emissions intensity. Each power source has its own emissions factor, and we've aggregated these to calculate our group-wide GHG emissions. Additionally, there are national targets of a 46% reduction by FY2030 and -60% by FY2035 compared to FY2013, so we changed the target to be expressed in terms of emission intensity in line with these targets.

**Q** Institutional investor

- There appears to be a slight difference between the unadjusted (0.253 kg-$CO_2$/kWh) and adjusted (0.402 kg-$CO_2$/kWh) emission factors under the 2023 Global Warming Countermeasures Act and the figures used in your new environmental targets. Could you explain the difference? Also, what was the reason for using supply chain GHG emissions intensity instead of the Act's emission factors?

**A** Mr. Kido

- As noted in our materials, our group's targets are calculated based on the GHG Protocol. which is internationally recognized, covering Scope 1, Scope 2, and Scope 3.

  Scope 1: covers emissions from our domestic power generation

  Scope 2: includes emissions from electricity we consume

  Scope 3: accounts for emissions from activities outside Scope 1 and 2, such as overseas power generation
- We calculate our emissions intensity by aggregating emissions across all three scopes.
- The $CO_2$ emission factors under Japan's Global Warming Countermeasures Act are based on different assumptions—such as emissions from electricity supplied by retail power providers and adjustments using

non-fossil certificates—so the number is different.