

Integration Synergy Effects

Domestic Generation Businesses

- Streamlining through O&M model that is competitive in global markets
- Streamlining through joint procurement of materials and equipment
- Optimization of power portfolio

60 billion JPY/year

New businesses/Existing JERA businesses

- Electricity/gas market trading, third-party sales
- Global level O&M business
- Enlargement of gas/LNG wholesale
- Optimization through unified management of entire value chain
- Return trading knowhow to domestic thermal power business

40 billion JPY/year

>100 billion JPY/year
within five years of
integration

✓ Growth into a global energy company

✓ Development of fair competition, such as proactive leveraging of the market

- ✓ Stable supply of globally competitive energy to the customer
- ✓ Improvement of corporate value of both the TEPCO and Chubu Electric Power groups