Status of Consideration for the Next Management Plan

BLUE MISSION 2050

October 30, 2026

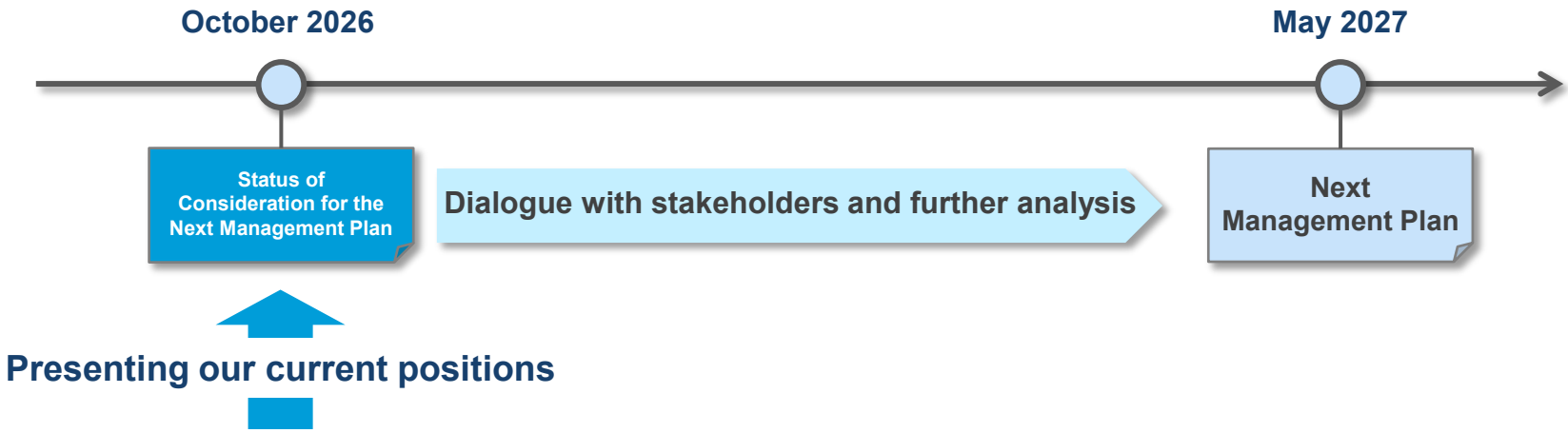
Electric Power Development Co., Ltd.

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Purpose and Positioning of this Document

- **The Next Management Plan**, which is currently under consideration, **will be released in conjunction with the announcement of FY2026 financial results in May 2027**
- This document presents **the current positions of our business opportunities, management challenges, and growth directions** prior to the formulation of the Plan
- We will continue to **refine the details**

*The contents are subject to change due to future changes in our business environment and other reasons



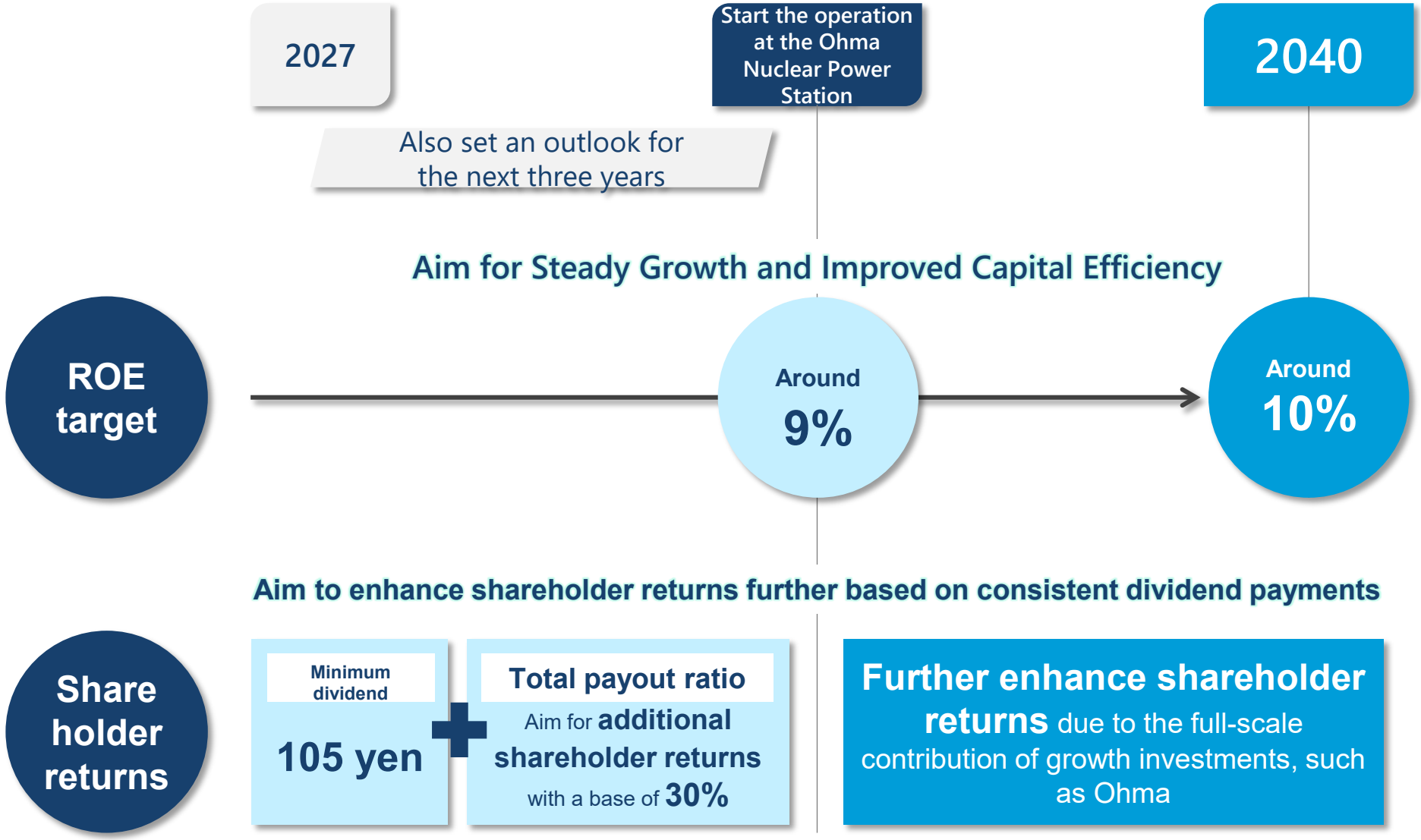
Main issues for formulating the Next Management Plan

- Profit growth
- Capital efficiency improvement
- Shareholder returns
- Capital allocation and investment discipline
- Balancing growth investment with financial soundness

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Planned periods and key targets

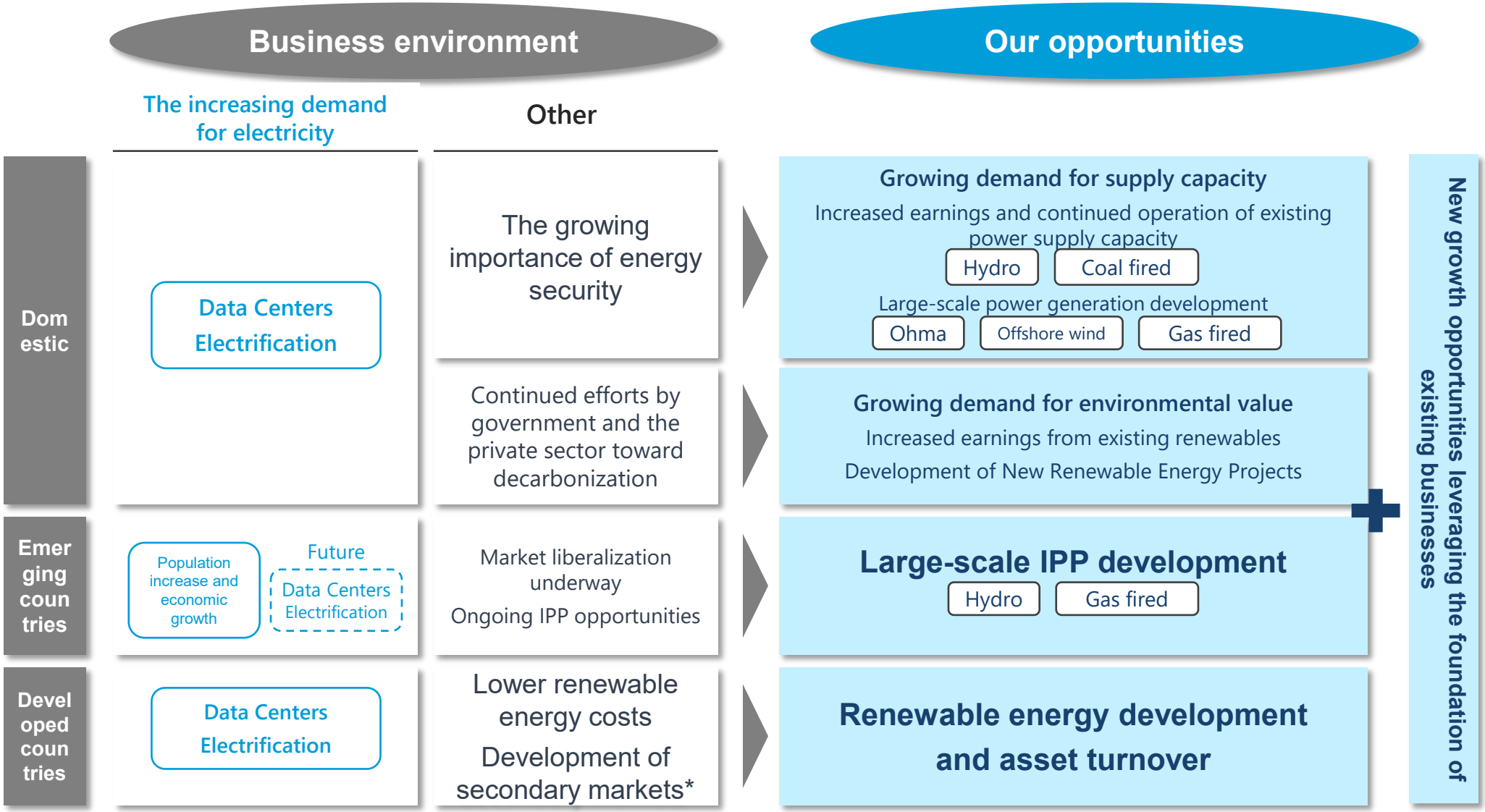
To present the medium- to long-term vision for our business portfolio, we will formulate a management plan looking ahead to 2040
Building on our track record of growth and stable shareholder returns, we will seek to further enhance corporate value through continued growth and improved capital efficiency



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Business environment and our opportunities

There are new business opportunities and revenue improvement chances, in which we can leverage our strengths both in Japan and overseas



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*Secondary market for trading power plants

Future Direction of Domestic Coal-fired Power

With decarbonization efforts as a fundamental premise, and in light of the growing importance of energy security and a stable supply of electricity, we will continue to appropriately utilize our existing coal-fired power plants as necessary supply capacity, provided that they remain economically viable

Characteristics of coal-fired power plants

Geographical dispersion of resources	Low cost and stable supply capacity	Large amounts of CO_2 emissions
Complement LNG to diversify procurement risks	Flexibly respond to demand with existing facilities	High environmental impact

Future direction of existing coal-fired power plants

Continuously monitor changes in the business environment and determine their utilization with a view to enhancing corporate value.

- **Utilize it as a necessary supply capacity**
- **The 2050 carbon neutrality target will remain unchanged**
- **Promote realistic decarbonization initiatives**

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Future Direction of Business Portfolio

While capitalizing on business opportunities and pursuing growth investments and asset-light businesses*1 based on our existing businesses, we aim to achieve sustainable growth, stable revenue, and capital efficiency improvement through strategic resource allocation and asset replacement.

Start the operation at Ohma

Domestic
- Efficient operation of existing facilities
- Expand revenue opportunities by diversifying procurement and sales
- Construct Ohma Nuclear Power → Contribution to profit
- New power source development → Contribution to profit
  - Gas-fired power, offshore wind power, And Other renewable power etc.

Emerging countries
- New IPP development → Contribution to profit

Developed countries
- Renewable energy development and asset turnover

Common
- Asset replacement
- Consideration and development of asset-light businesses → Stabilization of profits → Scale expansion

Business portfolio in 2040

Achieve the following goals by expanding each business

Growth | Stability | Capital efficiency

Domestic

Growth | Stability

Power business portfolio

Renewable energy | Nuclear power | Thermal power | Power transmission and distribution*2 | Electricity Procurement and Sales

Expand revenue opportunities by diversifying procurement and sales

Asset-Light Businesses and New Business Fields

Growth | Efficiency

Overseas

Emerging countries
- IPP
- Growth | Stability

Developed countries
- Renewable energy development
- Asset turnover
- Growth | Efficiency

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*1 Businesses that do not involve significant investment, such as asset management, O&M, consulting, and other services, and energy management for end-users

* 2 Initiatives of J-POWER Transmission Network Co., Ltd.

Ensuring Financial Soundness

We expect to maintain a sufficient level of equity capital in the medium to long term
We will take necessary measures to ensure the safety of cash flows in terms of fund creation, procurement, and allocation, including utilizing government support programs*

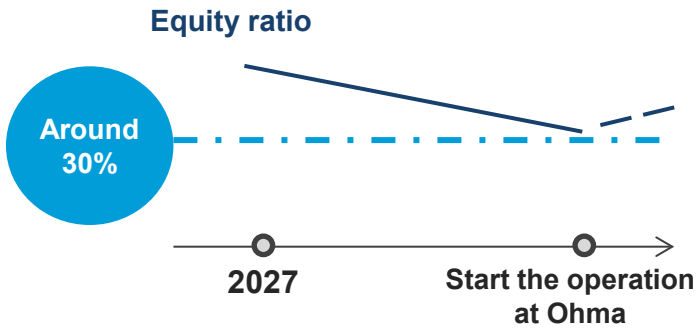
Increased demand for funds

Investment in Ohma | Other growth investments | Rising interest rates and inflation

We will take the necessary measures to secure stable funding and maintain financial soundness

Ensure the equity ratio

Ensure an equity ratio of around 30% or more in the medium to long term



Cash flow management

Strengthen cash flow generation capability

- Business revenue enhancement
- Promote asset replacement

Strengthen discipline in investment and expenditures

- Carefully select growth investments
- Properly manage cash and deposit levels

Secure fundraising capacity and liquidity

- **Diversify debt financing methods**
- **Maximize the use of government support programs**

Properly manage net debt/EBITDA, etc. and maintain the credit rating

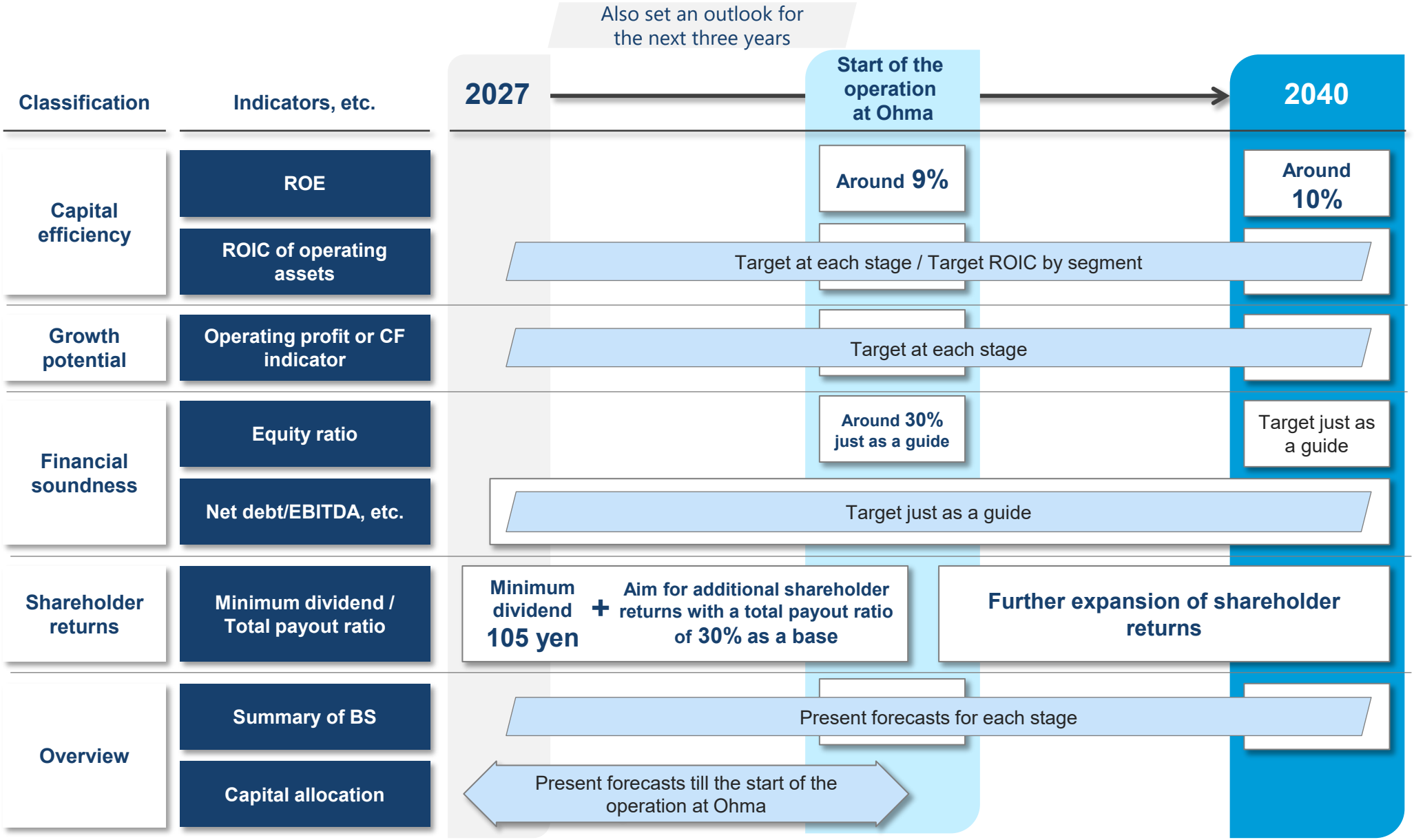
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*Loans from the Organization for Cross-regional Coordination of Transmission Operators, Japan, and debt guarantees from the GX Acceleration Agency

Target Levels and Management Indicator Systems

To enhance our corporate value, we will comprehensively manage profitability, capital efficiency, financial soundness, and shareholder returns

Set the start of operations at Ohma and FY2040 as key milestones, while also providing an outlook for the next three years



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