

November 12, 2019

NTT Anode Energy Corporation announces its medium-term vision

With the aim of creating new energy distribution mechanisms and shaping a more sustainable society, NTT Anode Energy Corporation (head office: Chiyoda-ku, Tokyo; President & CEO: Motoyuki Ii; hereinafter “Anode Energy”) has formulated its “NTT Anode Energy Medium-term Vision.” Yesterday, at a ceremony to mark the anniversary of its founding, the company announced the following details of the vision.

■ Main elements of the medium-term vision

In an effort to shape a more sustainable society through the pursuit of “smart energy business,” leveraging the resources of the NTT Group along with ICT and DC power supply technologies, NTT Anode Energy will fulfill the following roles.

1. Create customer value

Promote industrial revitalization by increasing energy utilization efficiency and enhancing energy value, through the building of connected value chains in which energy solutions are delivered using renewable energy, storage batteries, and other distributed energy resources.

2. Improve infrastructure

Offer local communities more resilient and stable energy supplies, by building new distributed systems featuring ICT and data-based autonomous and optimized control, to enable more advanced energy utilization and to complement existing electric power supply systems.

3. Environmental care

Shape a society that is more oriented to energy recycling, by ensuring that energy is generated primarily from renewable sources and by taking maximum advantage of high-environmental value energy sources that can be locally produced and locally consumed.

As the NTT Group member dedicated to energy business development, NTT Anode Energy will work closely with its subsidiaries Ennet—focused on the electric power retailing business—and NTT Smile Energy—focused on solar power generation visualization services—to deepen the collaboration between NTT Group companies, in order to maximize the synergies within the group. By promoting alliances with partner companies in a wide variety of fields, NTT Anode Energy can also contribute to the revitalization of local communities and industries.

■ Attached documents

Tackling the Smart Energy Business

[Contact for inquiries]
NTT Anode Energy Corporation
Tel: +81 (03) 6738-3211

In pursuit of “smart energy” business

November 11, 2019

NTT Anode Energy Corporation

Role of NTT Anode Energy



Create customer value

Industrial revitalization by means of
connected value chains

Improve infrastructure

More advanced energy utilization
through distributed systems

Environmental care

Shape a more recycling-oriented society
focused on renewable energy

Develop new ways to complement existing **energy distribution systems** to promote a more **sustainable society**

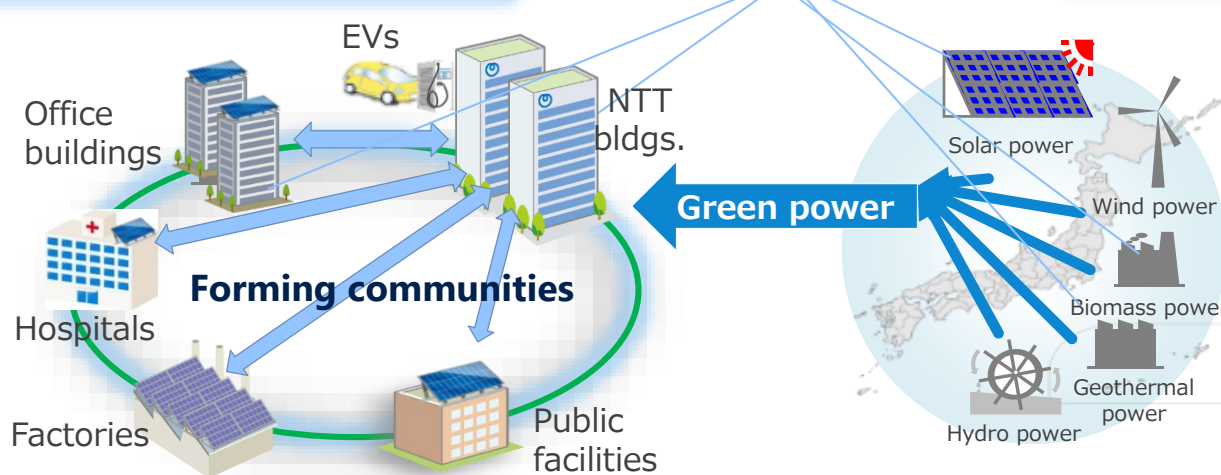
Rolling out 5 businesses (B2B2X model)

Backup power business

Form multi-facility communities/
Enhance the local resilience

VPP (virtual power plant) business

Resource aggregation/
supply-and-demand balancing



Green power generation business

Local production-local
consumption
power supply/higher
environmental value

New service businesses

Develop EV charging environments/
provide energy data platform

**Sales level: ¥600 billion
(2025)**

Electric power retailing

Deliver energy with
environmental value

Contributing to local community and industry

Build connected value chains

Circulate energy value

Enhance energy value

- Generate/purchase renewable power
- DC grid (overlaid on AC system)
- Distributed energy infrastructure (batteries, EVs, ICT)

More resilience
Environmental value
Cost savings

Social
infrastructure
establishment

Revitalize
industry

Disaster response measures

Deliver power to evacuation sites when large-scale disasters occur



Connect with agriculture

"Eco-smart" greenhouses with geothermal power × ICT



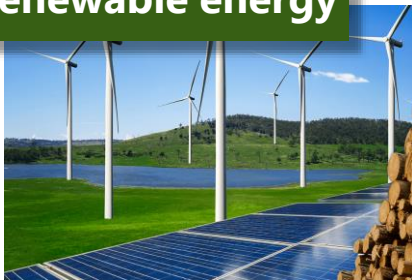
Warm
water

Electricity



Active investment in distributed energy infrastructure

Renewable energy



EV services



Batteries



ICT



**Investment level:
¥100 billion/year**

2020

2025

Promote alliances in a variety of fields



**NTT
Anode Energy**



**Renewable energy
source development**

Batteries

DC equipment/EVs

**Marketing/
sales channels**

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•
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**Capital
partnerships/
Business tie-ups/
Financing**



NTT Anode Energy