

# TEPCO

An aerial night view of Tokyo, Japan, showing a dense network of city lights. A prominent, glowing orange-red network is overlaid on the city, representing a power or data grid. The network consists of numerous interconnected lines forming a complex web across the urban landscape. The background is dark, with the city lights providing the primary illumination.

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Night view of Tokyo

# 1. The largest utility in Japan

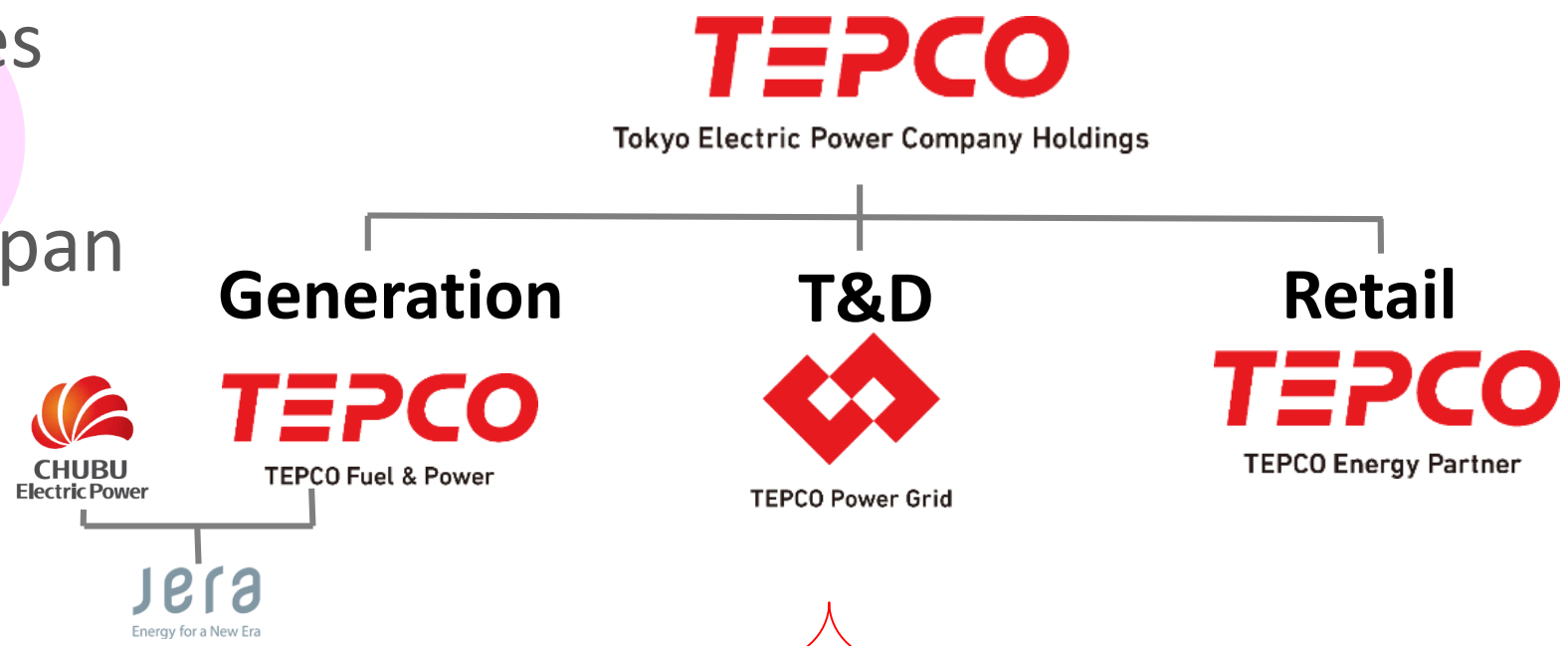


Generates  
**1/3**

Power in Japan

**¥5 Trillion**  
In Sales

**29 Million**  
Customers

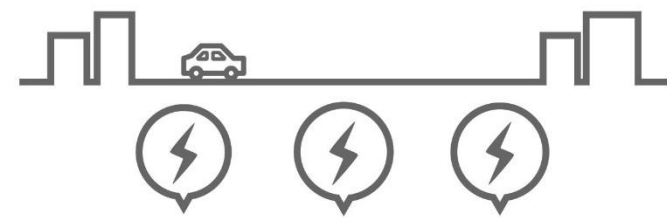


Approx. **40,000** km



**Transmission**

Total: **1,614** locations  
underground: **199** locations



**Substation**

About **360,000** km



**Distribution**

## 2. “5-D’s”

TEPCO believes that the “5-D’s” (the decreasing population, decarbonization, decentralization, deregulation and digitalization) driving social change in Japan present us with an opportunity to evolve so as to be prepared for the age of Utility 3.0\* where not only existing energy operators, but also new operators that have digital technology, such as IoT, etc., will cooperate to provide comprehensive social infrastructure.

*\*Utility 3.0 is the predicted future state of the energy industry as seen based on various social changes and technological innovation.*

### Decreasing population

2050 50% decrease in populations in over 60% of regions (depopulation)

2065 Population in Japan: 88 million people

### Decarbonization

Paris Accord (25% CO<sub>2</sub> reduction by 2030)

Cabinet Decision (80% CO<sub>2</sub> reduction by 2050) \*2013 levels

### Decentralization

Decentralized power sources, such as solar and wind power, and the spread of energy-storage technology, such as electric vehicles and heat pump water heaters

### Deregulation

Electricity system reforms, gas system reforms

### Digitalization

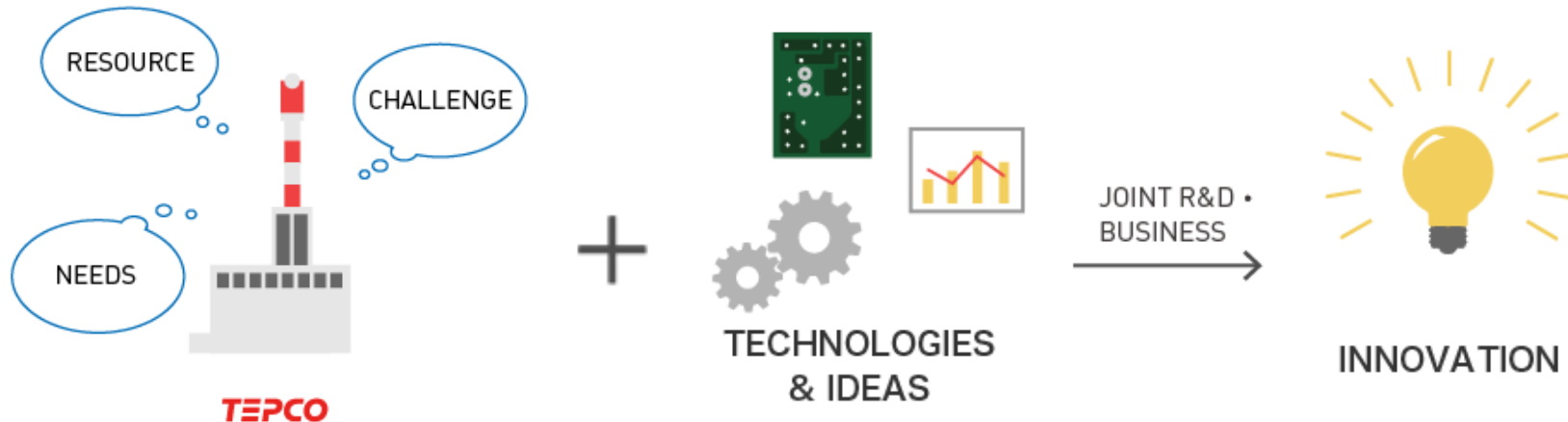
Business of providing “things” → Business of providing “services” through things

エネルギー産業は、人口減少・高齢化 (Depopulation)、脱炭素化 (De-carbonization)、分散化 (Decentralization)、自由化 (Deregulation)、デジタル化 (Digitalization) という5つの要因「5つのD」によって大きな変革期にあります。エジソンにより始まった電化は20世紀の第二次産業革命を支えましたが、この時代に確立された公益事業を「Utility1.0」、自由化されてネットワーク事業が分離され効率性を求められる公益事業を「Utility2.0」とするならば、さまざまな産業と融合しつつさらに進化する公益事業を「Utility3.0」と呼ぶことが期待されています。2030年、2050年の未来において、TEPCOグループの進むべき方向性を展望します。

# 3. KEY GOALS

- Performance improvement
- Cost reduction
- New revenues / solutions

*TEPCO is an extremely large utility that is involved in a wide range of operations, and that has a great number of customers and assets. So even if the impact for each customer or asset is limited, by working with us the overall impact will become much greater. We have high expectations of adopting your technologies and ideas to help us obtain new revenue streams over the next several years.*



**TEPCO**