

# Questions for the 4<sup>th</sup> Round-Table for Studying Energy Situations

## -Management Strategies of Companies based on Zero-Emission Power Generation-

### 1. Opportunity/Managerial reason for judgement to shift toward zero emission power

#### <For Exelon>

⇒Q1. What made your company to utilize nuclear power as a main power supply? What was the main reason to make a business decision to utilize or shift your business to nuclear power business?

#### <For Ørsted>

⇒Q1. What made your company transform your core business from upstream oil and gas into renewable energy (wind power generation)? What kind of business decision have you made to utilize or shift toward the wind power generation?

### 2. Overcoming challenges of zero emission power generation

#### <For Exelon>

⇒Q2. In order to utilize nuclear power continuously, safety enhancement and public trust building are important. What kind of efforts or initiatives, (including Gen IV reactors and SMRs developments), are needed? In the circumstances of the market price decline associated with gas price decline, and the increase risk of construction cost overrun, what kinds of efforts or initiatives for cost reduction (including retaining and/or developing skills and experts) are needed in order to secure cost competitiveness of nuclear power?

#### <For Ørsted>

⇒Q2. As a result of increased investment in renewable energy, its generation cost is downward trend every year. Under the circumstances renewable energy is expected to be installed further, what kind of efforts or initiatives are needed with a view to overcoming such challenges as cost reduction (to become independent from government support including FIT scheme), ensuring operating reserves (thermal power and electric storage batteries) and grid development?

### 3. Improvement of investment environment

#### <For Exelon & Ørsted>

⇒Q3. In the competitive market with low demand growth, investors tend to prefer smaller investment and shorter payback period. In these circumstances under liberalized market, what should governments and/or industries do to secure the investments toward zero emission power generation?

### 4. Reordering of the industry and business structure / Strategies for China

#### <For Exelon & Ørsted>

⇒Q4. With the rapid change of the industrial structure along with a zero emission shift and a digitization, what type of business structure changes (overseas deployment, review of business portfolio, etc.) should utility companies do in the future? In particular, as China's players are rapidly increasing their presence in the international energy market, what do you think is necessary as a strategy against Chinese companies?

\* Next time (5th Round-Table), we plan to ask their opinion including Q4 from "comprehensive energy company" actively developing business overseas such as Enel, EDF, Engie and Shell.