

## YAMAGUCHI Masahiro

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### SUMMARY

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- 29 years professional experience in Japanese electric power industry mainly overseas business/project development, managing Due Diligence of several M&A projects including Hydro Power Plants, Offshore Wind Farms, Infrastructure Fund etc.
- Auditor of the Joint Venture Company between TOSHIBA & TEPCO
- Managing and developing overseas consulting service including energy efficient buildings and factories in South East Asia and Pacific Regions.
- Extensive overseas experience in more than 10 countries including Indonesia

### PERSONAL INFORMATION

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Date of Birth	January 20, 1971
Years with TEPCO Group	29 years
Nationality	Japanese
Gender	Male

### WORK EXPERIENCE

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See the table next page.

### EDUCATION

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Bachelor of Engineering	Department of Industrial Engineering Hosei University, Tokyo, Japan, March, 1993
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### LANGUAGE

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Japanese	Mother Tongue
English	Proficient

### INTERNATIONAL PROJECT EXPERIENCE

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Middle-term	UK, Norway, Sweden, Finland, Denmark and USA
Short-term	Indonesia, India, Thailand, Singapore, Saudi Arabia, UAE, Turkey, Mongol, Nepal, Bhutan and Bangladesh, etc.

## WORK EXPERIENCE

Period	Organization/Position	Country	Summary of activities performed
2021-Present	TEPCO RP International Business Development Office, Wind Power Department  Executive General Manager Project development	Japan	Responsible for overseas project development especially hydropower IPP projects, offshore wind farm in foreign countries including due diligence, discussion and negotiation with partners for commercial, financial, legal and contractual aspects, Developing Offshore Wind Project for the Round 1 bidding in Japan. Establishing Holdco financing structuring with advisors.
2016-2021	TEPCO HD Overseas Business Office  General Manager Business development	Japan	Managing due diligence of several M&A projects including Hydro Power Plants in Vietnam and Georgia, Energy Infrastructure Fund, Auditor of the Joint Venture Company between TOSHIBA & TEPCO HD.
2014-2016	TEPCO International Affairs Department  General Manager Overseas Consulting	Japan	Developing consulting projects of energy efficient buildings and factories in South East Asia and Pacific Regions, Undertaking "Preparatory Survey on the Project for Adjustable Speed Type Pumped-Storage Hydroelectric Power Plant Construction in Turkey" as an economist sponsored by Japan International Cooperation Agency (JICA),
2011-2014	TEPCO Kawaguchi Branch Office  Area Manager, Corporate Sales	Japan	Business-to-Business sales and Marketing, Managing and supporting sales representatives activities, Managing various energy efficiency projects (introduction of LED, high efficient HVAC system etc) in Kawaguchi area, one of the most highly industrialized cities in Tokyo metropolitan and its surroundings, Negotiating terms and conditions of large-scale customers power supply including several DSM measures
2011-2006	TEPCO Corporate Sales and Marketing Department  Manager, Total Energy Solution	Japan	Managing and supporting energy efficiency solution services (such as ESCO service) provided by TEPCO and TEPCO group companies, Performing strategic analysis of energy service by competitors (mainly gas utilities and independent service providers), Being involved in DSM energy solution projects along with roof-top mega-solar system for Tokyo Haneda International Airport, Being a core group member of WBCSD's Energy Efficiency in Buildings Project, Being a core group member of WBCSD's Urban Infrastructure Initiative
2006-2003	TEPCO Corporate Sales and Marketing Department  Deputy Manager, Industrial Customers Division	Japan	Being a sales representative for large-scale customers in following industries; - Mechanical industry; - Chemical industry; and - Printing industry Negotiating terms and conditions of industrial large-scale customers power supply including DSM/load-adjustment contracts, Being involved in an energy solution project with NAS battery system installation for a chemical factory in Kanagawa
2003-2000	Japan Electric Power Information Centre, Inc. Research Department  Research Associate (Seconded staff from TEPCO)	Japan	Being engaged in research on overseas electric power industry, which covers the following topics: - Study on sales and marketing strategies and energy services by utilities and energy service companies in retail energy market of the US and the UK and Scandinavian countries - Study on rules and regulations of liberalized electricity market in the US and UK, Undertaking study on energy crisis in California in 2000 with focus on the design failure of the deregulated electricity market arrangement, Having a lot of meetings with retail energy companies, power utilities and regulators in deregulated energy markets such

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			as the US, UK and Scandinavian countries, which were considered to go ahead of Japan in terms of the experience of retail energy market liberalization
2000- 1997	TEPCO Kanagawa Branch Office  Chief DSM Specialist Sale and Marketing	Japan	Being engaged in DSM contracts negotiation for the industrial large-scale customers, Disseminating thermal-storage air conditioning system to large-scale industrial customers, Involved in installation project of thermal-storage air conditioning system for a printing factory in Atsugi City, Kanagawa
1997- 1993	TEPCO Takashima-dori Customer Service Office,  Staff	Japan	Being engaged in customer relations and project management on grid connection works for new corporate customers, Participating in contracts negotiation for the corporate customers

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**ABBREVIATION**

TEPCO	: Tokyo Electric Power Company, Inc.
TEPCO HD	: Tokyo Electric Power Company Holdings, Inc.
TEPCO RP	: TEPCO Renewable Power, Inc.
WBCSD	: World Business Council for Sustainable Development, <a href="http://www.wbcd.org/home.aspx">http://www.wbcd.org/home.aspx</a>

## TAKASAWA Kazunori

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### SUMMARY

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- 25 years professional experience mainly in hydropower plants/projects/renovation projects including plan, survey, investigation, design, hydrological analysis, structural analysis, evaluation of seismic performance of structure, cost estimate, financial evaluation, operation and maintenance, supervision, etc.
- Numerous due diligence experience for IPP projects as Project Manager.
- Coordination and negotiation experience for hydropower projects
- Extensive overseas experience in 10 countries including Indonesia

### PERSONAL INFORMATION

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Profession	Civil Engineering
Date of Birth	March 23, 1973
Years with TEPCO Group	25 years
Nationality	Japanese
Gender	Male
Membership in Professional Society	Electric Power Civil Engineering Association, 1997-present Japan Commission on Large Dams, 2011-2015

### WORK EXPERIENCE

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See the table next page.

### EDUCATION

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Master of Engineering	Architecture and Civil Engineering, Shinshu University, Nagano, Japan, March, 1997
Bachelor of Engineering	Department of Architecture and Civil Engineering Shinshu University, Nagano, Japan, March, 1995

### CERTIFICATE

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Dam waterway chief engineer, Japan  
Civil construction management engineer, Japan

### LANGUAGE

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Japanese	Mother Tongue
English	Proficient
Indonesia	Beginner

### INTERNATIONAL PROJECT EXPERIENCE

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Long-term Dispatch	Malaysia
Short-term Dispatch	Indonesia, Malaysia, Vietnam, India, Laos, Egypt, Fiji Islands, Norway, etc.

## WORK EXPERIENCE

Period	Organization/Position	Country	Summary of activities performed
2020-Present	TEPCO RP, International Business Development Office,  Project Manager,	Japan	Responsible for identification and promotion of hydropower IPP projects in foreign countries including Indonesia, due diligence, discussion and negotiation with partners for technical, commercial, financial, legal and contractual aspects
2018-2020	TEPCO HD, Renewable Power Company,  Project Manager	Japan	Ditto
2017-2018	TEPCO, International Division  Manager	Japan	Responsible for consultancy services as international activities, Engaged in feasibility study of hydropower project, review on hydrological analysis, generation plan, basic design, cost estimate, evaluation of existing facilities, establishment of renovation work plan of civil structure
2015-2017	TEPCO HD, Fukushima Decontamination Promotion Office,  Team Leader	Japan	Responsible for facilitation of the nuclear waste decontamination project and construction project of interim nuclear waste storage facility that were implemented by Ministry of Environment of Japan
2014-2015	TEPCO, Azusagawa Field Office  Team Leader	Japan	Responsible for operation and maintenance of hydropower plants and dams, evaluation of dam's safety, evaluation of slope stability, flood operation, establishment of operation rules, rehabilitation plan of civil facilities.
2010-2014	TEPCO Engineering Center,  Team Leader	Japan	Responsible for technical evaluation of hydropower plants, including evaluation of dams' safety, seismic analysis, evaluation of seismic performance of dams, gates and piers, evaluation of slope stabilities, hydrological analysis, and etc..
2008-2010	TEPCO, International Division,  Chief Engineer	Japan	Responsible for consultancy services as international business activities, Engaged in feasibility study of hydropower project, hydrological analysis, generation plan, financial analysis, supervision of a hydro power construction project in Vietnam.
2005-2008	TEPCO, Malaysia Branch Office  Chief Staff	Malaysia	Responsible for management and coordination of hydropower projects, acquisition of necessary licenses, PPA negotiation, discussion with potential EPC contractor and potential lender Responsible for consultancy services, including review of basic design and contractor's construction plan, research on potential renewable energy
1997-2005	TEPCO, Yamanashi Branch Office  Chief Staff/ Deputy Chief Staff/ Staff	Japan	Responsible for operation of hydropower plants and dams, designing, tendering and supervision of rehabilitation works of existing civil facilities. Also, engaged in review of a existing dam design, design of a dam renovation work, establishment of company environment management system

## ABBREVIATION

TEPCO	: Tokyo Electric Power Company, Inc.
TEPCO HD	: Tokyo Electric Power Company Holdings, Inc.
TEPCO RP	: TEPCO Renewable Power, Inc.
TEPCO	: Tokyo Electric Power Services Co., Ltd.