

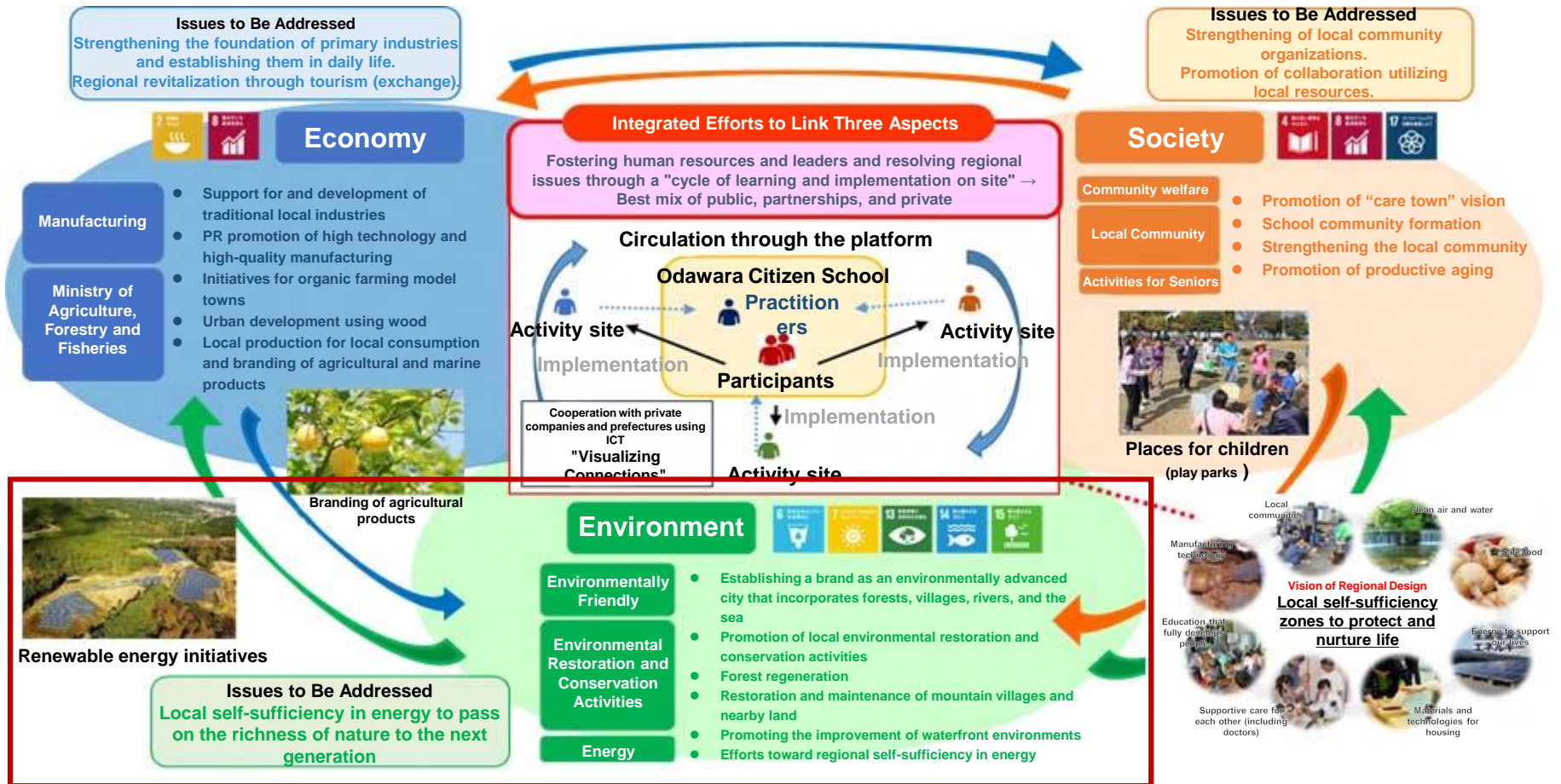


Odawara City's Energy Policy for Achieving Carbon Neutrality by 2050

Moriya Teruhiko, Mayor of Odawara City

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- Odawara's strengths are its well-endowed natural environment, its geographical conditions, and its social resources, such as historically nurtured skills, people, and local ties.
- We will realize rich, safe, and sustainable lifestyles, centered around the development of people and the strengthening of connections.

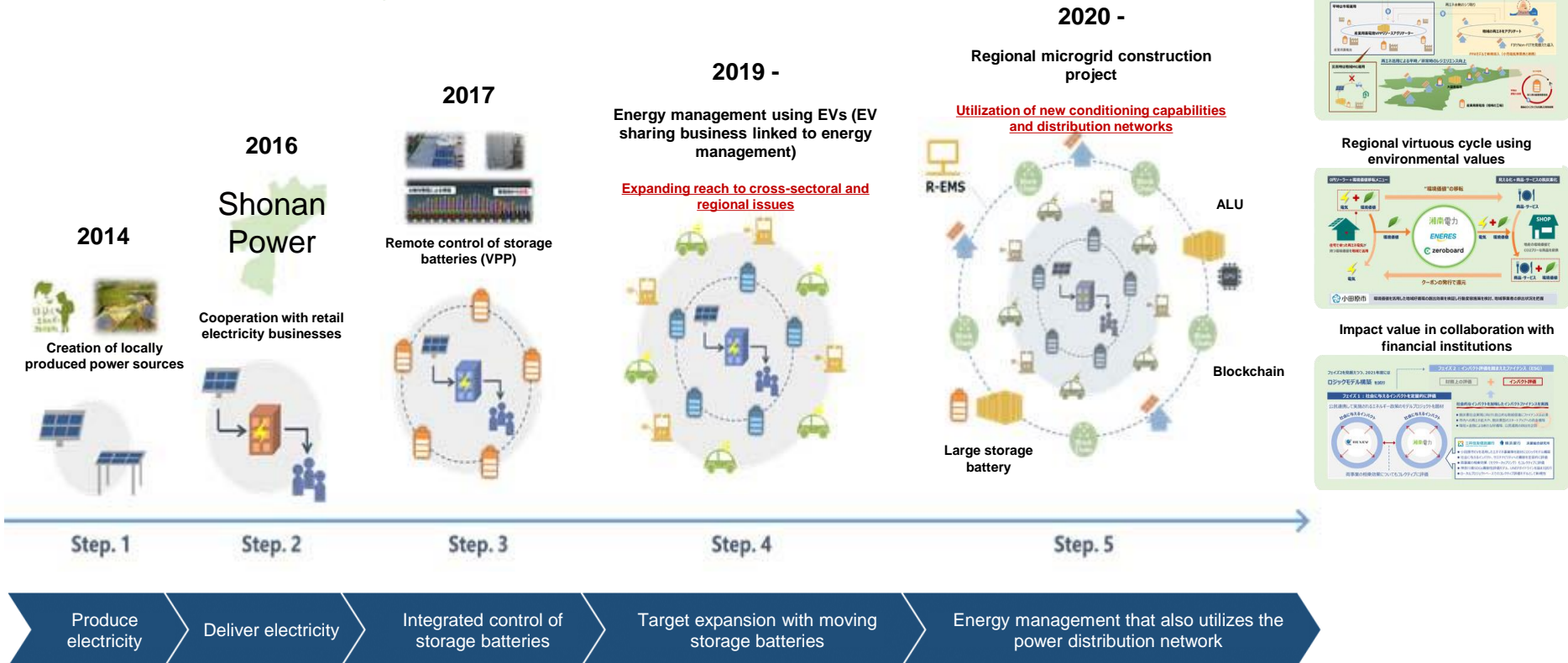


In particular, we are vigorously promoting an energy policy that aims for carbon neutrality by 2050.

2. Efforts Toward Carbon Neutrality by 2050

- From the beginning, Odawara City has been aiming to revitalize its regional community by optimizing the use of renewable energy as a "means" towards this end.
- In addition to developing initiatives in a step-by-step and continuous manner, we have recently expanded public-private partnerships in light of the trend toward decarbonization.

Developing public-private partnerships with a coherent vision through active coordination by municipalities

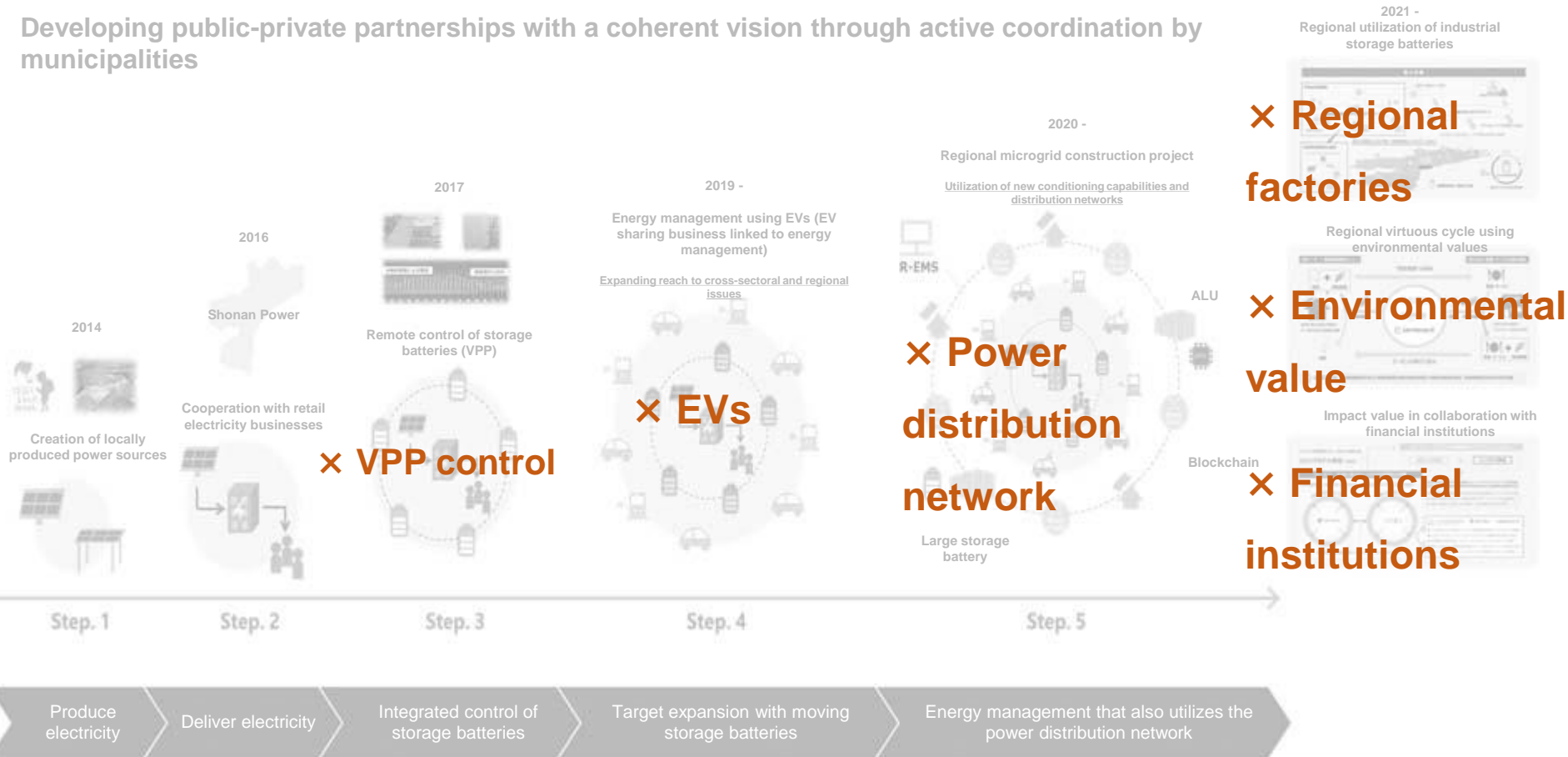


Municipalities are developing initiatives that involve the community while also clarifying the carbon neutral concept.

3. Approaches to Creating a Virtuous Cycle Based on Renewable Energy

- In order to make the most of solar power generation, which is the city's mainstay, Odawara City is promoting the advancement of energy management by utilizing storage batteries.
- In addition to EVs, which are moving storage batteries, and microgrids, which utilize power distribution networks, we are expanding our collaboration to create new value for the region.

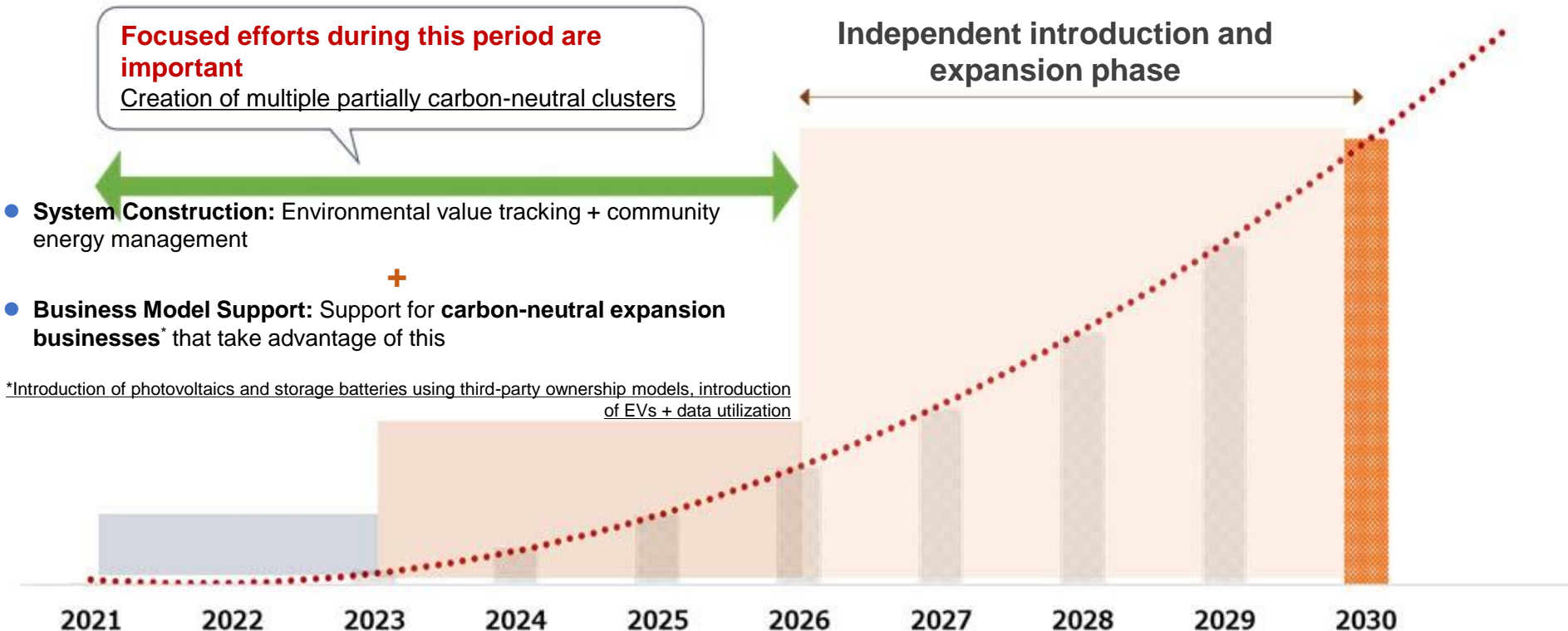
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Expand cooperation in stages to improve people's lives, promote independent local initiatives, and contribute to regional development.

4. 2030 Goals with a View to Achieving Carbon Neutrality

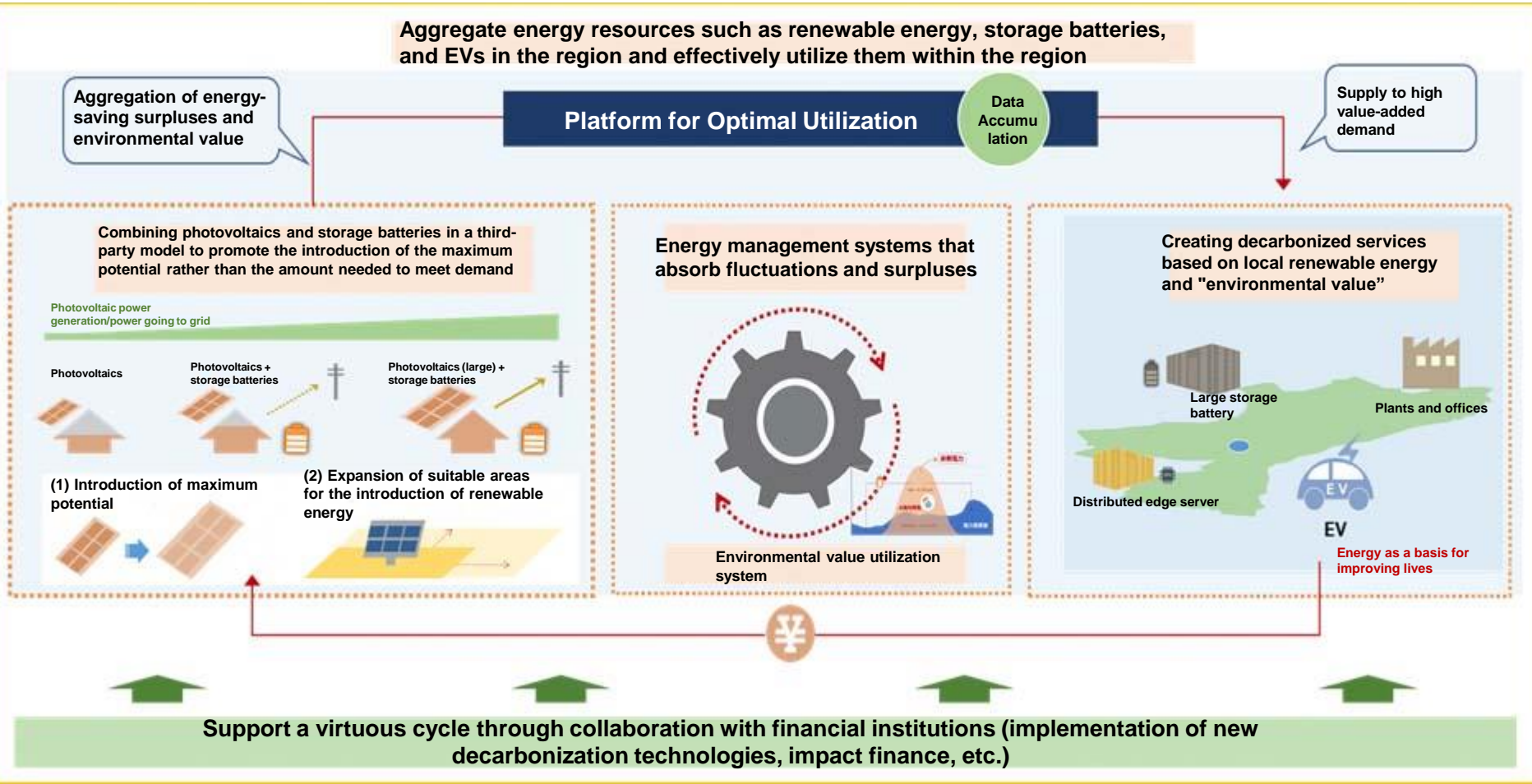
- First, we aim to install solar panels on about one-third of the roofs where they can be installed in order to decarbonize electricity consumption.
- In particular, it is important to build a foundation in the five years up to FY 2025 and quickly set a trend of independent introduction and expansion.
- Create and develop multiple carbon-neutral case studies that link the expansion of regionally produced renewable energy with effective regional use.



Looking ahead to 2050, the goal is to build a system by 2030 that will serve as the foundation for an explosive expansion of renewable energy.

5. Promotion of Decarbonization Compatible with the Improvement of People's Lives 小田原市

- The goal is to build a system that optimally controls the production and use of renewable energy in an integrated manner.
- Odawara City will continue to take the shift to a carbon-neutral society as a good opportunity to expand its efforts linked to regional development.



We will make optimal use of energy resources, which are a local resource, and use them as the basis for a virtuous cycle in the region.